



“...you know... I discover a lot of useful social initiatives just looking around in the neighbourhood... but it’s easy to miss them... they need more visibility...”



website referencing local services at a walking distance

advertising section and local search engine

service map from 100 to 500 meters around your place

Vozzo
→ Syllabus
\$

500m
01473/453720



“...people are participating to implement and provide the services they need and benefit from...”



bicycle self-repair workshop


user unable to repair his rear brake

workshop master teaching how to do it




bicycle amateurs soon able to teach
others themselves




“...many micro initiatives embedded in daily life’s urban fabric have matured into more reliable and organized services...”

 Micro Nursery

LODGING
STUDENT 
FIRE WATERPOOR

HOME LAUNDRY   

Family take away 

SIMON LUCK
AVOCAT

mother with young baby offering
home nursery services

elderly couple renting out a spare
room for students

family providing clothing care for
single people

good home cook preparing
take away meals on top of the
household dinner

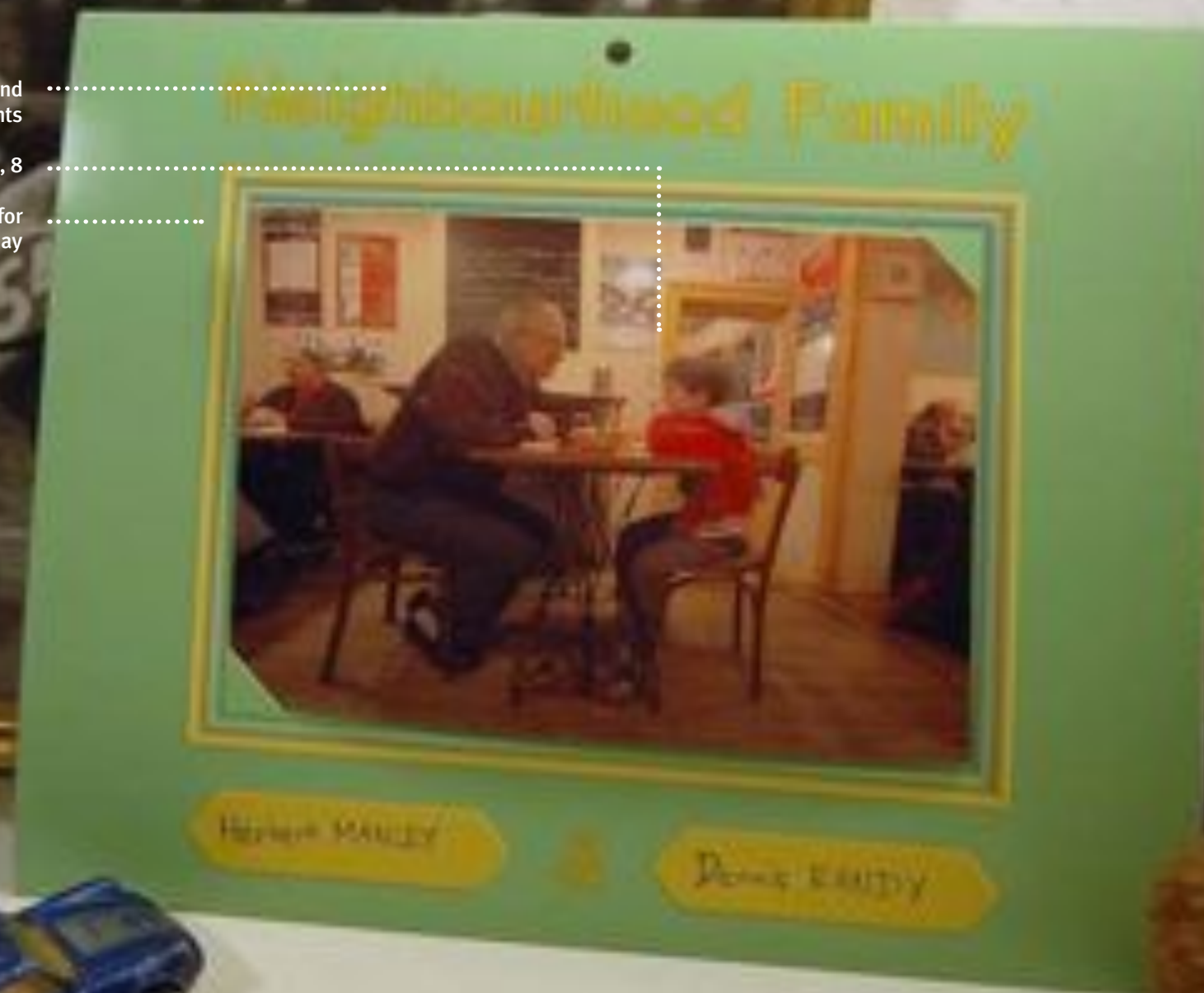


“...I don’t want to lose the relational qualities that are the beauty and the fundamental working principle of these solutions”

internet meeting platform matching kids and
lonely grand parents

first lunch of Herbert, 74 and Dennis, 8

adoption certificate sent by Herbert for
Dennis's birthday





“...if you want to start your own service, you should develop it with the future participants and root it in the local context...”



eco-tourism guide referring to new forms of collective housing and shared habitat facilities

promotor of a co-housing looking for inspiration



“...all these local services tend to generate a huge increase in transportation if not properly managed”



pair of second hand ski

home laundry service

local organic vegetable delivery box

kids clothing chain set for 3 year old boy

multi-local delivery service



“...I am ready to help others as long as there is a form of reciprocity”



keys of the collective
neighbourhood workshop

hour coins for the local exchange
trading system

service token facilitating
collaborative solutions



“...I see networks of informal entrepreneurs all around me: now everybody is designing...”



..... nutritionist and promotor of the food purchase group

..... hairdresser and person responsible for the relationship with producers

..... computer analyst and developer of the ordering website

..... annual picture of organizing committee

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| Collaborative services | Social innovation and design for sustainability |

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EMUDE _ Emerging User Demands for Sustainable Solutions

EMUDE

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“Collaborative Services, Social Innovation and Design for Sustainability” is the second of two books resulting from the programme of activities EMUDE (Emerging User Demands for Sustainable Solutions), funded by the European Commission, the aim of which was to explore the potential of social innovation as a driver for technological and production innovation, in view of sustainability. To this end it seeks to shed more light on cases where individuals and communities use existing resources in an original way to bring about system innovation. It then pinpoints the demand for products, services and solutions that such cases and communities express, and drafts lines that could lead to improved efficiency, accessibility and diffusion. The first book “Creative Communities. People inventing sustainable ways of living” focuses on the presentation of some of these cases and their providers: the creative communities.

This second book focuses on the possibility of these communities, supported by different enabling systems, to become the drivers of new welfare and a new model of local development.

Emude was promoted and developed by a Consortium of European universities and research centres. In order to identify promising cases, it set up a network of observers, known as Antennas, encompassing teams of researchers and students from 8 European design schools: who acted as researchers and disseminators of Emude findings both inside and outside their own institutions.

Consortium

Politecnico di Milano, INDACO Department – co-ordinator
National Institute for Consumer Research, SIFO
Netherlands Organisation for Applied Scientific Research, TNO
Strategic Design Scenarios, SDS
Doors of Perception
Philips Design
Joint Research Centre - Institute for Prospective Technological Studies, JRC-IPTS
Central European University, Budapest Foundation, CEU
Consumers International, CI
United Nations Environment Programme, UNEP DTIE

Antennas

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School of Design, The Glasgow School of Art, Scotland
School of Design, University of Applied Sciences, Cologne, Germany.
Eindhoven University of Technology, Department of Industrial Design, The Netherlands
University of Art and Design Helsinki, Finland

The Future Is Us



The project EMUDE was conceived in 2003, a few months after the Johannesburg World Summit for Sustainable Development when over 40,000 people, NGOs, businesses and institutions met to discuss their respective priorities and proposals to guarantee a sustainable future for our planet. Having had the luck to participate, I can say that People and their solutions were among the most interesting and fresh features of the event, and the call for more sustainable consumption and production (SCP) patterns, for innovative ways of living adapted to regional and local needs and cultures was among the priorities the Summit identified for the following years. In particular, the Johannesburg Plan of Implementation called for governments to develop a “Global Framework for Action on SCP”, the so-called 10-year framework of programmes (10YFP) to accelerate the shift towards sustainable consumption and production (SCP), thus “promoting social and economic development within the carrying capacity of ecosystems by de-linking economic growth from environmental degradation.”

Such a formulation has a very clear macro-political connotation and it has its correlated language made of institutional policies, fiscal and legal measures and infrastructures to develop. The concept itself of a 10 years framework of programmes on SCP may not be intuitively at the grasp of citizens who day to day live their lives, consume, vote, make choices and ultimately shape, with their aspirations and behavior the consumption and production patterns that define our societies. This does not mean in any way however, that the shift towards more sustainable lifestyles is something people do not feel the need for or even get involved with. On the contrary.

Several surveys made worldwide show a steady increase of interest towards more sustainable ways of living. This interest has long been more than a mere declaration of intent and it is more and more an action-statement made to the mainstream market by choosing organic and fair trade products, or ethical holidays, by the rise in organic clothing demand and sustainable fashion offers or the choice of green energy that is made by an increasing number of people where this choice is available. This trend goes at different speeds in different countries, but everywhere it has become visible to sociologists, journalists, policy makers and last but not least marketers and global companies.

What is interesting and new is that such active interest in contributing to steering the world towards a more sustainable future is globally present among the so called global consumer class and it is making the traditional developed/developing country dichotomy virtually absent. An other very interesting element of novelty in this trend is the “use” of market forces to make a statement as opposed to the “old fashioned” protest and boycott that characterized consumer/citizen actions in the 70/90s. It seems today that the global consumer class is perfectly conscious of its power on the market and of how to “play” with market forces to change the way companies behave. Internet and the ability of people to communicate and exchange news and messages with each other is a great contributor to this silent revolution that allows people to access markets

globally and to affirm their power not only on the domestic but on the global market at once. Born with these considerations in mind, the project EMUDE has since 2004 detected the most innovative forms of this new consumption/citizenship pattern. The project partners have searched for and studied cases of social innovation and stories of and by people who have been able to go beyond simply choosing more sustainable products and have jointly designed service systems that replace such products. By doing this, the Emude “creative communities” have invented their own responses to specific needs by putting their creativity, their time and their sense of innovation at each other’s service.

The innovative approaches of the creative communities are of great interest and concrete importance. They highlight new forms of responsibility and initiatives among citizens/ consumers able “manufacture” and think their own solutions.

The results of the project show an anti-trend to consumerism and individualism in European and more industrialised countries where people find their own solutions in close connection to others. In a more interdependent society such as the ones in developing countries or countries in transition, EMUDE communities may be more focused on initiatives aiming to promote materials sharing. The centre is however in both cases the person and his/her needs.

In some of the EMUDE cases the communities use technology (internet in particular) as an instrument, and in others they use more “human infrastructures” for the sharing of goods and services, but the core elements of these various services are mutual support, self organisation, trust and interaction. These creative communities do not suffer from technology (or the lack thereof) but use it; they do not look at institutions or companies to provide them with solutions but create them themselves and tailor them to their community.

What do these cases tell us? The members of the creative communities are people that have chosen not to delegate their future to the choices of policy or of the market, but they are willing to act in society (and within the rules of society) to make their own future. They have decided that the future is in themselves and that while society at large is still struggling with the idea of a more sustainable future, they can start here and now to create it for themselves, out of need, lack of appropriate alternative options or just the pleasure of joining forces in a common spontaneous project.

How far can such spontaneous initiatives be supported? Does it make sense to support the replication of spontaneous initiatives? The book will respond to these questions, from our point of view the creative communities are a growing signal, a sign of societies trying to rediscover cohesion, collaboration among members for a more interconnected and ultimately more sustainable way of living.

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Introduction

After years of relative indifference, our industrialised societies suddenly seem to be preoccupied with the risks of climate change. “Zero carbon” is a catalyst for initiatives, and it has brought about projects... Environmental awareness is reaching the decision makers and the citizen. However, identifying the problem does not mean finding a solution... A growing majority of people now believe that the dream world of a consumer society (if indeed one can speak of a dream) is not viable on a global scale, regardless of the progress of green technologies in the coming decades. We need to change our lifestyles dramatically. But what is a sustainable lifestyle? What will our daily lives become if we agree to change some of our routines? How do we reduce our impact without lowering our living standards? Observations show that growing material wealth and levels of population satisfaction are increasingly uncoupled. Could the pursuit of more sustainable lifestyles also lead to better quality and more satisfaction? This book attempts to answer some of these questions. Mainly, it suggests a scenario: the Scenario of Collaborative Services.

“Car-sharing on demand”, “micro-leasing system for tools between neighbours”, “shared sewing studio”, “home restaurant”, “delivery service between users who exchange goods”... This sample of solutions looks at how various daily procedures could be performed by structured services that rely on a greater collaboration of individuals amongst themselves. From this hypothesis, the Scenario of Collaborative Services indicates how, through local collaboration, mutual assistance, shared use we can reduce significantly each individual’s needs in terms of products and living space and optimize the use of equipment, reduce travel distances and, finally, lessen the impact of our daily lives on the environment. The scenario also gives an idea of how the diffusion of organisations based on sharing, exchange, and participation on a neighbourhood scale can also regenerate the social fabric, restore relations of proximity and create meaningful bonds between individuals.

Given that, a question has to be raised: if this scenario were to bear the promise of new and more sustainable lifestyles, how could we enhance it? How can we accelerate the diffusion of the services on which it is based?

There are certainly some people for whom the ways of living proposed by our Scenario of Collaborative Services are possible and attractive just now. The social, interpersonal and environmental qualities attached to collaborative services surely make them appealing to an increasing number of people who are fed up with over-consumption, who fear rampant individualism and who question the so-called ‘quality’ of life in our modern societies... But however attractive they appear to be, Collaborative Services stand for considerable change in our everyday lives. Sharing, exchanging, pooling together goods and services are activities that require time, organisation and flexibility. In order for them to spread,

collaborative services must be quality services. They must be practical and within reach, and they should be malleable according to user imperatives and the different contexts in which they arise.

This book is therefore an essay about a new design field, which lies at the crossroads of social innovation and design for sustainable development. It provides an overview of current research, including case studies of individuals or groups of individuals who have reinvented their lifestyles to come up with new solutions, which are both adapted to their daily needs and more sustainable. These social groups or Creative Communities are part of a deeper transformation currently underway in our society, like the development of a distributed and participatory economy. They give birth to a form of everyday Diffused Social Enterprise. Their diffuse initiatives at the local level provide inspiration for these new Collaborative Services and confirmation of their viability. A strategic design operation turns such discrete initiatives into reliable services that can be accessed by a wide audience and tailored for various territorial contexts.

A new, different and fascinating role for the designer emerges from what has been said here. A role that does not substitute the traditional one, but that works alongside it opening up new fields of activity, not previously thought of. Moving in this new direction, designers have to be able to collaborate with a variety of interlocutors, putting themselves forward as experts, i.e. as design specialists, but interacting with them in a peer-to-peer mode. More in general, they have to consider themselves part of a complex mesh of new designing networks: the emerging, interwoven networks of individual people, enterprises, non-profit organizations, local and global institutions that are using their creativity and entrepreneurship to take some concrete steps towards sustainability.

This book is based on a two-year study realised by a panel of universities, European research centres and international institutions within the framework of the EMUDE research project (Emerging User Demands in Sustainable Solutions) co-financed by the European Commission. A first set of results has been presented in a book, published in parallel with this one, entitled: Creative communities. People inventing sustainable ways of living (this first EMUDE book was edited by Anna Meroni and published by Polidesign, Milano 2007). A second set of results emerging from the EMUDE research project constitutes the background of this second Emude-based book. More precisely, in its third part it presents the contributions of the various researchers. Whereas in its first and second parts, a new conceptual framework and the Scenario of Collaborative Services are presented. The fourth and last part shows further elaborations of the original EMUDE research results.

tools

Collaborative organisations and enabling solutions

Social innovation and design for sustainability

The term social innovation refers to changes in the way individuals or communities act to solve a problem or to generate new opportunities. These innovations are driven more by changes in behaviour than by changes in technology or the market and they typically emerge from bottom-up rather than top-down processes. Looking to the past, we can see that there tend to be particularly intense periods of social innovation after new technologies have penetrated society, and when there are widespread or urgent problems to face. Over the past few decades, numerous and widely-used new technologies have undoubtedly penetrated our societies creating an as yet largely unused technological potential. At the same time the enormous entity of the environmental and social problems that are pervading our daily lives is apparent to all. It is therefore easy to predict a huge new wave of social innovation (Young Foundation, 2006). Our main underlying hypothesis is that this emerging wave of social innovation could be a forceful driver in the transition towards sustainability.

In point of fact, in its complexity and contradictoriness, the whole of contemporary society can be seen as a huge laboratory of ideas for everyday life. People are experimenting ways of being and doing that express a capacity to formulate new questions and find new answers, and this is exactly what we have just defined as social innovation: changes in the way individuals and communities act to solve problems or to exploit new opportunities (Landry, 2006; EMUDE, 2006).

Among such cases there are some where this diffuse design creativity has found a way of converging in collaborative activities. For instance, there are: ways of living together where, in order to live better, spaces and services are shared (as in the examples of co-housing); production activities based on local capabilities and resources, but linked to wider global networks (as occurs with certain typical local products); a variety of initiatives to do with healthy, natural food (from the international Slow Food movement to the spreading to many cities of a new generation of farmers market); self-managed services e.g. childcare services (such as micro-nurseries: small playgroups run by the parents themselves) and services for the elderly (such as home sharing where the young and the elderly live together); new forms of socialisation and exchange (such as Local Exchange Trading Systems – Lets and Time Banks); alternative transport systems to the individual car culture (from car sharing and

car pooling to a rediscovery of bicycle potential); networks linking producers and consumers both directly and ethically (like the worldwide fair trade activities)...the list could continue (SEP, 2008).

Looking at these cases we can observe that they are diverse in their nature and in the way they operate, but at the same time they also have a very meaningful common denominator: they are always the expression of radical changes on a local scale. In other words they are all discontinuities with given contexts, in the sense that they challenge traditional ways of doing things and introduce new, very different (and intrinsically more sustainable) ones. This is as true of organising advanced systems of sharing space and equipment in places where individual use normally prevails, as it is of recovering the quality of healthy biological foods in areas where it is considered normal to ingest other types of produce, or of developing systems of participative services in localities where these services are usually provided with absolute passivity on the part of users, etc. (Meroni, 2007, Meroni 2008, in this book).

Promising cases of social innovation. All of these cases needs analysing in detail to assess their effective level of environmental and social sustainability. However, even at a first glance we can recognise their coherence with some of the fundamental guidelines for environmental and social sustainability. More precisely, the examples we are referring to here have an unprecedented capacity to bring individual interests into line with social and environmental ones. Indeed one side effect of their search for concrete solutions is that they reinforce the social fabric and, more in general, they generate and put into practice new and more sustainable ideas of well-being. In these ideas of well-being greater value is given to the quality of our “commons”, to a caring attitude, to the search for a slower pace in life, to collaborative actions, to new forms of community and to new ideas of locality (Manzini, Jegou, 2003, Manzini, Meroni, 2007). Furthermore, achieving this well-being appears to be coherent with major guidelines for environmental sustainability, such as: positive attitudes towards sharing spaces and goods; a preference for biological, regional and seasonal food; a tendency toward the regeneration of local networks and finally, and most importantly, coherence with a distributed economic model that could be less



Milan... +BC... Promotes the bicycle culture and improves integrated mobility through renting, parking and bike maintenance services...



Paris suburbs... Ceres gardens... Community of families supporting a local farmer by pre-buying his bio crops and joining in the farming activities...



Milan ... Walking-bus ... groups of children walking together to school on a regular route under elderly peoples' supervision...



Paris... Caf  zoide... Caf   for children, meeting point for kids in the neighbourhood where they can have fun together, play, draw, etc... on their own or with their family...

transport intensive and more capable of integrating renewable energy and efficient energy systems (Vezzoli, Manzini, 2007).

Precisely because these cases suggest solutions that merge personal interests with social and environmental ones, we believe they should be considered as promising cases: initiatives where, in different ways and for different reasons, people have been able to steer their expectations and their individual behaviour in a direction that is coherent with a sustainable perspective.

Creative communities

Behind each of these promising cases there are groups of people who have been able to imagine, develop and manage them. A first glance shows that they have some fundamental traits in common: they are all groups of people who cooperatively invent, enhance and manage innovative solutions for new ways of living. And they do so recombining what already exists, without waiting for a general change in the system (in the economy, in the institutions, in the large infrastructures). For this reason, given that the capability of re-organizing existing elements into new, meaningful combinations is one of the possible definitions of creativity, these groups of people can be defined as creative communities: people who cooperatively invent, enhance and manage innovative solutions for new ways of living (Meroni, 2007).

A second characteristic, common to these promising cases, is that they have grown out of problems posed by contemporary everyday life such as: how can we overcome the isolation that an exasperated individualism has brought and brings in its wake? How can we organise the necessities of daily life if the family and neighbourhood no longer provide the support they traditionally offered? How can we respond to the demand for natural food and healthy living conditions when living in a global metropolis? How can we support local production without being trampled on by the power of the mighty apparatus of global trade? Creative communities generate solutions able to answer all these questions. Questions which are as day-to-day as they are radical. Questions to which the dominant production and consumption system, in spite of its overwhelming offer of products and services, is unable to give an answer and, above all, is unable to give an adequate answer from the point of view of sustainability. In conclusion to this point, we can state that creative communities apply their creativity to break with given mainstream models of thinking and doing and in doing so, consciously or unconsciously, they generate the local discontinuities we mentioned before. A third common denominator is that creative communities result from an

original combination of demands and opportunities. Where the demands, as we have seen, are always posed by problems of contemporary everyday life, and the opportunities arise from different combinations of three basic elements: the existence (or at least the memory) of traditions; the possibility of using (in an appropriate way) an existing set of products, services and infrastructure; the existence of social and political conditions favourable to (or at least capable of accepting) the development of a diffused creativity (Sto, Strandbakken, 2008, in this book).

Traditions as social resources

In answering the questions posed by contemporary life, these creative communities have found more or less strong and explicit links with ways of doing and thinking proper to pre-industrial cultures: the old market, their grand parents' vegetable gardens, children walking to school as in "the good old days", the sharing of tools and equipment that was the norm before the advent of our present consumption-oriented society, and so on. The existence of these evident links to traditional ways of doing leads some observers to say that after all these cases are nothing new, and that they simply spring from nostalgia for a village life that can no longer return.

Looking at the cases and their motivations more carefully, it clearly appears that nothing could be false: the "past" emerging in these cases is an extraordinary, absolutely up-to-date, social and cultural resource: it is the value of neighbourhood sociality that enables us to bring life and security back to a neighbourhood or a village. It is the sense of season and local food production that can put today's unsustainable food network back in order. It is the value of sharing that enables us to lighten the burden of apparatus and make the specially equipped spaces we require available... In the end, it is a heritage of knowledge, behaviour patterns and organisational forms that, seen in the light of current conditions of existence and current problems, may constitute valuable building materials for the future (CCSL, 2007; (Sto, Strandbakken, 2008, Vadovics, 2008, in this book)

Re-interpreted technologies

The majority of promising cases at issue here utilise "normal" technologies (i.e. what is considered "normal" today in many countries). However, very often they utilise them in an original way, by putting products and services normally available on the market into a new kind of system. For example, they generally use the telephone, the computer and the internet just as any ordinary member of society can do (obviously, members of society in parts of the world where telephones,

computers and the internet are actually available). Nevertheless, we must stress how important these “normal technologies” are. In fact, though few cases make use of sophisticated services and products, not one of them could have existed without a telephone. And very few without a computer and the Internet.

Having said this, we can add that these technologies, however modest they may be, however normal they may be considered, still have largely unused (and even unimagined) potentialities: mobile telephones, just to take the most commonly used communication device worldwide as an example, have mainly been used until now as communication enablers. However, they also have great potential as system organisers. The same potential can also be attributed to (clever) uses of computers and the Internet. Just to give some examples: innovative schemes of car-pooling, purchasing groups, time banks, collaborative services in general could not exist without the telephone and would be very difficult to manage without a (normal but clever) use of computers and the Internet.

The hypothesis of these potentialities is corroborated by direct observation of on-going social innovation: against a background of cases that employ commonly used technology, some examples can already be found where specific technology, and information and communication technologies in particular, have been developed and are now in use. These cases give us an idea of how the situation could evolve if appropriate enabling technology were developed. The evolution of car-sharing is one such idea: twenty years ago it worked by telephone, paper and pen; nowadays it has become an application field for a variety of specialised technology packages, i.e. purpose designed to deal with bookings, car fleet management, and the customising of vehicles to the requirements of individual users.

In conclusion, although it is true that the use of information and communication technologies as enablers for new forms of organization is still at the very beginning, some creative community inventions can be seen as very advanced. In other words, they are at the cutting edge of socially-led systemic innovation, where existing, normal, technologies are used to create brand new systems and organisations (Warnke, Luiten, 2008 in this book).

Incubators of knowledge-based initiatives

Creative communities can be recognized, and their role discussed, in the framework of the emerging knowledge economy (and, hopefully, of a possible sustainable knowledge society): an economy (and a society) of which they are both the outcome and (possible) promoters.

As a matter of fact, research carried out up to now shows that creative

communities mostly emerge in rapidly changing contexts characterized by diffused knowledge, a high level of connectivity (meaning the possibility to interact with other people, associations, companies and institutions) and a certain degree of tolerance (towards non conventional ways of being and doing). In other words they tend to emerge in contexts where the knowledge economy is more developed.

To this rather obvious observation, we have to add another, complementary one (that may be far less obvious to many people): creative communities and diffused social enterprises can be a very fertile ground for the development of a knowledge economy. It has been observed, in fact, that for a knowledge economy to flourish, it needs a wider knowledge society (knowledge-oriented companies need well-trained knowledge workers and dynamic, stimulating social contexts): creative communities and diffused social enterprises can offer this favourable background. In this framework, let's consider, for instance, social entrepreneurs who are promoting and managing diffused social enterprises: willing or not, they have to learn how to manage their enterprises, complex organizations and economic models. The result is that creative communities and diffused social enterprises can not only become the seeds for new knowledge-based businesses, but also the incubators for large numbers of well-trained knowledge workers. At the same time, creative communities can help in generating the dynamic and tolerant contexts that are required to start and maintain a lively knowledge economy (Florida, 2002, 2005).

Finally, and most important for us here, creative communities can contribute by expanding the concept of knowledge economy from its present very narrow meaning (the knowledge economy as market economy where the product is “knowledge”), to a wider more profound one: an economy that is part of a system where knowledge and creativity are to be found diffused throughout society (and not limited to “formal” knowledge and creative companies): a knowledge-based society that could become the backbone of a future knowledge-based sustainable society.

Collaborative production and services

Creative communities are living entities that evolve over time. A closer observation shows that the promising cases they generate can be seen as service and business ideas at different stages of their specific innovation processes. We will come back to this point in a later paragraph. Here it is enough to observe that, further on in the innovation process, creative communities evolve into a new kind of enterprise: diffused social enterprises. This observation is crucial to an understanding of the general potential of creative communities and,



*Milan... Lodging for a student at home...
An association connecting elderly people whose
children have left home and students looking
for lodging...*



*Milan... GAS Solidarity Purchasing Group...
Group of people following fair trade and
solidarity guidelines for their purchasing and all
their daily household economy...*

in particular, the chances of their lasting over time and spreading to different contexts.

Diffused social enterprises

When it consolidates into a mature organisation, a creative community becomes a new kind of enterprise, a diffused social enterprise, producing both specific results and social quality. The term “diffused enterprise” indicates groups of people who, in their everyday lives, organise themselves to obtain the results they are directly interested in; the expression “producing specific results and social quality” refers to the process whereby, through actively seeking to resolve their problems, the activities of these groups of people have the side effect of reinforcing the social fabric and improving environmental quality. In short they produce sociality (Leadbeater, 2006; EMUDE 2006).

Given this working definition, we have to underline that diffused social enterprises are a special kind of social enterprise, i.e. they are very different from the more traditional ones. In fact, they are social enterprises that centre on a common everyday problem: childcare, support for the elderly, urban mobility, healthy food... In other words, although some of them deal with highly critical social problems (such as interaction with marginalized social groups or care of the seriously ill) their specificity lies in extending the concept of “social” to a wider area where individuals meet to tackle growing difficulties in daily life and the new demands for well-being that follow.

Another difference from the more traditional concept of social enterprise is that they are social enterprises where people do things to help themselves and (partly at least) by themselves. Unlike the mainstream vision of social enterprise where the predominant figure is someone who does things for other people, the characterising aspect here is that everyone concerned is directly and actively involved in achieving the result that the enterprise itself sets out to reach.

Emerging organisations

If and when creative communities become diffused social enterprises, the new organisations they generate evolve into a new kind of social services (collaborative services); micro-enterprises (collaborative enterprises); and networks of active people (collaborative citizens) and local institutions (participative institutions).

- **Collaborative services** are social services where final users are actively involved and assume the role of service co-designers and co-producers. Some examples are: a house where elderly people of different ages live in a resource-sharing community suited to their

diverse needs and lifestyles; a service that facilitates house sharing between elderly and young people where students find cheap, family-style accommodation, while giving lonely, but independent, elderly people help, companionship and financial support; a workshop where unemployed, disabled and immigrant people find work in repairing and up-grading used products.

- **Collaborative enterprises** are entrepreneurial production and service initiatives that enhance new models of locally-based activities by encouraging direct relationships with users and consumers who, in this case too, become co-producers. Many of the observed cases come into this category. Examples are: a housing company that renovates houses for young people looking for a more communal way of living; a farm that helps the client to experience the value of biodiversity in the food chain; a local enterprise that teaches people how to reuse old and used materials; a shop where people exchange used sporting goods.

- **Collaborative citizens** are groups of people who collaboratively solve problems or open new possibilities (and who, again, become co-producers of the results). Some examples of this category are: groups of residents who transform an abandoned plot into a shared neighbourhood garden; groups of people who love cooking and who use their skills to cook for a larger group, dining together in one of the members' houses; groups of people who exchange mutual help in terms of time and skills.

- **Participative institutions** are parts of larger institutions operating on a local scale, on locally defined projects and with the extensive participation of interested people. Some examples are the promotion by local authorities of programmes that generate: flexible, customised professional day nurseries for small groups of infants, at a low price, and with a socialising environment; programmes for vegetable gardens for elderly people and for children in elementary schools.

Collaborative organisations and relational quality

Even though these organisations have different goals and actors, they present fundamental common traits: they are all built up by groups of people who collaborate in the co-creation of commonly recognized values. For this reason, we will call them collaborative organisations: production and services based on peer-to-peer, collaborative relationships and consequently on a high degree of mutual trust. Production and services where the values produced emerge out of relational qualities, i.e. out of real, dynamic personal relationships (Cipolla, 2004; Cipolla, 2008, in this book).

This last point must be stressed. In fact, while all human organisations tend to possess relational qualities to some degree, for collaborative

organisations these are not an option, they are the pre-condition of their very existence. Peer-to-peer collaboration calls for trust, and trust calls for relational qualities: no relational qualities means no trust and no collaboration, and consequently no practical results from collaborative services.

This underlying characteristic of collaborative production and services comes directly from their origin. It comes with their evolution out of creative communities from which other characterising aspects also ensue: they call for direct action by the people involved and are based on their capacity/willingness to act; through actively seeking to resolve their problems, people generate the side effect of reinforcing the social fabric and improving environmental quality.

Complex organisational models. Another characterising aspect of collaborative production and services is that their organisational model challenges traditional ways of thinking and goes beyond the conventional polarities on which mainstream modern organisational models have been built: private - public; consumer - producer; local - global, need – wish. Collaborative organisations, propose solutions that make private, social and environmental interests converge because they are always motivated by a complex mix of needs and wishes. They are initiatives that are profoundly rooted in a place and, at the same time, strongly connected to other similar ones on an international scale. Finally, and most importantly for us here, they are forms of organisation where, everybody being active, the distinction between producer and user roles blurs (Un, Rocchi, Green, 2008, in this book). The same kind of challenge can be found if we consider their economic model. In fact, collaborative production and services are based on a variety of “economy mixes”: different combinations of self and mutual-help, of barter and gift, market and non-market economies (Luiten, Van der Hosrt, 2008, in this book).

On-going processes

Creative communities are to be considered as working prototypes of sustainable ways of living. They show that even in the present conditions it is possible to behave collaboratively, searching for sustainable results. In the previous paragraph we have seen that these experiments are sometimes successful and consolidate into new forms of enterprises, diffused social enterprises, able to cooperatively produce practical results and social values, setting up collaborative production and services.

Considering these interesting, on-going, innovation processes we can observe however that at present they are still only the expression of

minorities. This leads us to a further question: is it possible to do more than simply look at what people’s spontaneous creativity and entrepreneurship are able to do? Is it possible to consolidate and replicate these promising cases? In other words: is it possible to facilitate the existence of these creative communities and their evolution towards lasting social enterprises? Can these initiatives be widely replicated in different contexts? Can their potential for consolidation and diffusion cope with the dimension of the problems that are (and that will be) raised by the transition towards sustainability?

A first step towards answering these questions is to observe the existing promising cases and examine in greater detail when and how they have been successful, i.e. when and how they have been able to last over time and replicate in other contexts.

Good ideas that move worldwide

What has been said introducing creative communities and collaborative organisations could induce us to think that the entire issue of creative communities relates only to the more mature industrial economies, i.e. those that have reached an advanced stage in the move towards a mature knowledge economy.

This idea is both right and wrong. It is right in that, until now, creative communities and diffused social enterprises have been mainly observed in those regions of the world where the knowledge economy is rather mature.

However, it is not true if we infer from this that creative communities can only be found in these countries. Although creative communities are mainly to be found in rapidly changing contexts characterized by diffused knowledge, a high level of connectivity and a certain degree of tolerance, we can also observe that, in the “emerging economies” at least, there are vast urban (or quasi-urban) areas that can be described in the same terms (if we agree to adapt their meaning to the new circumstances). They are rapidly changing contexts (a lot of people are moving from villages to the cities), with a certain degree of tolerance (if only because nobody can exercise a strict control on such a changing society). As far as regards diffused knowledge and creativity, we can find very interesting hybridizations between traditional culture, new behaviours and advanced technologies (Vadovics, 2008, in this book). As a matter of fact, attentively observing countries like Brazil, India and China we can find interesting cases of purchasing groups, community based agriculture and carpooling, just to give only a few examples (CCSL, 2007). Even if their meaning and motivations are different and differ from the ones we can find in Europe (the different roles of tradition and existing social networks lead to different meanings of the terms “community” and “creativity” and, similarly, the different weights



Milan... Urban bio market... A street market organised by local farmers selling organic products for a safer, healthier and more ecological lifestyle...



Eindhoven... Aquarius... A community housing of elderly people sharing collective spaces, a large garden and organising mutual help and support within the community.



Utrecht... De Kersentuin, Sustainable Housing and Living... Inhabitants grouping with architects and city council to build an entirely new sustainable neighbourhood...



Köln... Book exchange... Internet platform organising exchanges of second-hand books and cultural discussions between members...

of economic needs over other social and environmental ones generate different motivations), the ideas on which they are based are more or less the same.

In fact, given that the changing conditions of life (from villages and subsistence economy, to cities and market economy) are affecting increasing proportions of the population in emerging countries, some western experiences (of how to live in a city) may stimulate the adoption (and adaptation) of analogous ideas in the new emerging urban environments. Vice versa, it may be that the persistence of traditional ways of thinking and doing in the new metropolises will constitute an extensive reserve of social and cultural resources, and also generate new ideas on sustainable ways of living: ideas that, in turn, could be adopted in (and adapted to) western societies (Pryia, Marras, 2008, in this book).

In conclusion of this point, we can say that where this kind of grassroots innovation takes place is not a question of being a mature industrial country or not, of being rich or poor, of being in the East, in the West, in the North or in the South. It is simply a matter of speed of change: wherever changes are fast and deep, creative communities appear, and, once they have been generated, they move around and re-localise (i.e. adapt to the specificity of the different contexts) in other places: a movement of ideas and experiences that can go in all directions, from North to South, from West to East, and vice versa.

Bottom-up, top-down, peer-to-peer interactions

Creative communities and collaborative organisations have been described until now as bottom-up initiatives: actions “from the bottom” that give rise to promising cases of social innovation. However, a closer observation of their evolution from initial idea towards more mature forms of organization indicates that the possibility of their long-term existence, and often even of the starting move, depends on complex mechanisms, and that the initiative taken directly by the people concerned (bottom-up interaction) is often supported by information exchanges with other similar organisations (peer-to-peer interaction) and by different kinds of intervention by institutions, civic organizations or companies (top-down interaction).

For instance, a micro-nursery exists thanks to the active participation of the mothers and fathers involved. However, it may have been started looking to the experiences of other groups (and eventually interacting with some of them) and it may be backed up by specific top-down initiatives and enabling tools, e.g. a guide-book indicating, step by step, the procedure to be followed in starting up and managing it;

local authority support in assessment (to guarantee its conformity to established standards); the support of a centralized service (in case of educational or medical problems that cannot be solved within the nursery itself).

These examples, like many other similar ones that could have been given, tell us that creative communities and collaborative services should be considered as bottom-up initiatives not because everything happens at grassroots level, but because the precondition for their existence is the active involvement of people directly interested.

Consequently their starting up, their daily life and their possible improvement usually emerge out of a complex interplay between bottom-up, top-down and peer-to-peer interactions (which differs from case to case). On this basis we can assume that although the creativity and collaborative actions, which are the necessary building materials of every creative community and diffuse social enterprise, cannot be planned, something can be done to make their existence more probable, lasting and capable of spreading (Sto, Strandbakken, 2008, in this book).

Favourable contexts

The contexts where creative communities and collaborative services happen to exist are highly complex socio-technical systems that cannot be “designed”.

Nevertheless, some of their characterising elements can be created. It is possible to identify and cultivate material and immaterial elements that work together in a given context to enhance its chances of becoming a fertile ground for creative, bottom-up initiatives. In other words, it is possible to improve a context's capacity to support creative communities and collaborative organisations, and to enable a large number of potentially innovative citizens to move in the same direction (Landry, 2000, 2006; Leadbeater 2006).

In order to do this, it is necessary to develop innovative governance tools and a tolerant environment: governance tools specifically targeted at facilitating the very existence of creative communities, and a cultural and legal framework capable of dealing with the kind of (legal) “grey area” that frequently emerges at the start of radically new ventures. The latter is a crucial point which requires further explanation.

- **Tolerant environments.** The most favourable environment for creative communities and collaborative organisations is characterised by a high degree of tolerance (Florida, 2002, 2005). Since the promising cases at issue here are by definition forms of organisation that radically differ from the norm, fostering them means accepting something that will

probably not fit in with existing norms and regulations. Consequently the tolerance required for them to thrive must be expressed in social, political and administrative terms, because while it is true that a nascent creative community may be killed by the incomprehension of others and by political hostility, it can also be killed (and it is this that actually often happens) by an administrative inability to accept the innovation put forward. From a practical point of view, bottom-up initiatives require a variety of new regulations which make it feasible to conduct activities that are difficult to classify in conventional terms. (e.g. innovative use of public spaces, working at home, family companies, new forms of collective ways of living). New taxation systems have to be developed that cater for economic models where exchange of labour and bartering can replace conventional money-based transactions. At the same time, the legal and economic nature of these innovative initiatives must be considered very carefully because the tolerance needed is also open to exploitation by “illegitimate” actors (Sto, Strandbakken, 2008, in this book).

- **Participatory governance.** Diffused social enterprise and collaborative organisations reinforce the social fabric by creating new social and physical spaces. Thereby they can become major stakeholders in government efforts to achieve the same results. To increase this possibility new governance tools are needed to facilitate the regeneration of specific context traditions, to foster an appropriate technological infrastructure, to cultivate new talents (new skills and abilities) and, above all, as we have seen in the previous paragraph, to generate a favourable social, political and administrative context. How can all this be done? Obviously, there is no single, simple answer to this question. However, there is one particular possibility with a potential that justifies its being mentioned here. It consists of the new organisational models emerging out of social networks (or Web2.). We will come back to this later. Here we want only say that, in our view, social networks could become the enabling technology behind a shift from the present rigid, hierarchical governance models to the flexible, open, horizontal ones needed to support creative communities and collaborative services (Warnke, Luiten, 2008, in this book).

Design and social innovation

Social innovations, like all innovation processes, emerge, mature and spread in an ‘S curve’ from brand new ideas, to mature solutions and to implemented ones (Young Foundation 2006). This three step evolution can also be seen in the grassroots social innovation produced by creative communities.

- **Solution prototypes.** Some of the observed cases are real solution

prototypes: they show that a service idea is feasible and that somebody somewhere has been able to put it into practice. The “coffee shop for kids and families” is one example of this kind of prototype. It offers a playground for families, art courses and exhibitions, help for foreign parents and children, a coffee shop based on exchange and participation, and an information library. Another is the innovative “furniture renewing workshop” where people bring their old furniture to be renovated and given a new owner. At present such initiatives seem to be strictly context-linked, but even so they open up possibilities. However, it is too early as yet to know whether such inventions can last over time and work independently from the special people who started them and/or the different contexts in which they have been created.

- **Mature solutions.** Other observed cases present themselves as relatively consolidated mature solutions: they indicate that some solution ideas have been able to last over time and, sometimes, to inspire other groups of people in other places to do something similar. Good examples of this category are the purchasing groups (where groups of collaborative people buy organic, ethically produced food directly from producers - and in doing so support them economically); vegetable box subscription initiatives (where fresh, organically grown, reasonably priced vegetables are delivered to the door, together with recipes, and opportunities to visit the farm) and the LETS-Local Exchange Trading System (where participants exchange mutual help in a kind of time bank framework). All these ideas were proposed some years ago and have since spread internationally by imitation. Given this success, these cases can be seen as social innovations that have been able to move on from the initial prototype stage to a more mature one. However, it is evident that they still require a very high investment in terms of time and attention on the part of the actors involved, and therefore less motivated and entrepreneurial people may find it too difficult to start up similar initiatives or even simply to participate in those that are already up and going.

- **Implemented solutions.** Finally, some of the cases can be considered as implemented solutions: collaborative services that are supported by specifically designed “enabling solutions”. They are collaborative services supported by specifically designed systems of products, services and communication programmes. Some examples are very well known, for instance car sharing (a group of residents in a given area share a fleet of cars to be used and paid for only when required). Thanks to appropriate services and products, the adoption of specific innovative organisational models and sometimes a mix of institutional interventions, this proposal has become very accessible, effective and replicable in different contexts. Car sharing organisations can be adopted (and indeed have been adopted) by people who are not



Milano... North Park Urban Vegetable Gardens... Vegetable plots available to senior citizens for free gardening inside a public park in the city...



Eindhoven... Aquarius... A community housing of elderly people sharing collective spaces, a large garden and organising mutual help and support within the community.

particularly motivated. The same is true for those who want to start up such an activity as a new business opportunity. Another clear example is co-housing projects, which can be supported by a web-based interest group (to put potential participants in touch) and by a team of experts (to help find suitable building lots and overcome administrative and financial difficulties). These examples, like other similar ones, show that some creative community ideas have already been supported by designers, engineers, enterprises and local institutions who have been able to scale them up improving their contexts (that is the environments where creative communities and collaborative organisations happen to exist) and developing specific enabling solutions (that is, solutions that help creative people to express their ideas, to meet partners and to start projects and/or solutions to help promoters to develop and manage innovative organisations over time).

Solutions and platforms

Enabling solutions is an expression that has already been used without giving it a precise definition. Now it is time to do so. For us, an enabling solution is a system of products, services, communication, and whatever else necessary, to improve the accessibility, effectiveness and replicability of a collaborative service (EMUDE, 2006).

We must immediately stress that conceiving and developing enabling solutions is not an easy task: the relational qualities that are the pre-conditions for collaborative services are very delicate and every intervention from outside puts their delicate equilibrium at risk. Such a strategic design operation is the purpose of the tentative Scenario for Collaborative Services presented in the second part of this book. But before looking at this tentative operation of strategic design applied on social innovation, we can state that something can be done to facilitate such relations observing existing cases of mature and implemented solutions and we can find successful examples of enabling solutions with just such positive characteristics.

Accessibility and effectiveness

Generating a new idea, creatively adapting and managing an existing one or even simply actively participating in an on-going venture often calls for a huge commitment in terms of time and personal dedication. Although this almost heroic aspect is one of the most fascinating characteristics of these initiatives, it is also an objective limit to their long-term existence and to the possibility of being replicated and adopted by many. So this appears to be the major limit to the diffusion of collaborative services: the limited number of people capable and willing to cross the threshold

of commitment required to become one of their promoters, or even just one of their active participants. In fact, it has been verified that these initiatives, with their mix of practical results and socialising effects, appear very attractive to many people, but, in practice, for the majority of them, they simply require too much attention and time. They call for too large an investment of the very resources that today are, or are perceived to be, the scarcest ones (Un, Rocchi, 2008, in this book).

To overcome these problems, collaborative services need to become more accessible (reducing the threshold we mentioned before), more effective (increasing the ratio between results and required individual and social efforts) and more attractive (enhancing people's motivation to be active). This is exactly what the enabling solutions should help them do.

In practical terms, collaborative services can be made more accessible and effective by applying a three step design process. The first step is to analyse and detect their strengths and weakness. The second one is to conceive and develop solutions (to enhance their strengths and overcome their weaknesses) utilising existing products, services and communication in an original way. The third step is to develop solutions using new, specifically conceived technologies.

Each case will require specific solutions, but some very general guidelines can be outlined (for more details on guidelines, see Jegou, 2008, in this book). For instance, it will be necessary: to promote motivating communication strategies that provide such knowledge as is required; to support individual capabilities in order to make the service accessible to a larger group of people; to develop stimulating service and business models that match the economic and/or cultural interests of potential participants; to reduce the amount of time and space required, and increase flexibility; to facilitate community building.

In more general terms we can say that enabling solutions have to bring into play a specific intelligence: the intelligence that is needed to stimulate, develop and regenerate the ability and competence of those who use them. Obviously, the more expert and motivated the user, the simpler the necessary solution may be. On the other hand, the less expert the user, the more the system must be able to make up for his/her lack of skill by supplying what he/she doesn't know or can't do. In addition, the less the user is motivated, the more the system must be not only friendly, but also attractive, i.e. taking an active part in a collaborative service must be stimulating.

Enabling platforms

Different collaborative services may sometimes express similar needs, such as: incubators for the starting-up phase; transportation facilities

to support producer-consumer networks; specific advice when new procedures and/or new technologies have to be integrated, and so on.

Moving on from this observation, it is possible to conceive and develop a number of enabling initiatives able to support a variety of collaborative services. We will call them enabling platforms. Some examples of these are: Citizens' agencies, acting as catalysts for new grassroots initiatives, but also as facilitators for existing ones to grow, multiply and flourish; flexible spaces that can be used by communities for mixed public-private functions, addressing an emerging user demand for space and shelter; connecting platforms to better connect people to people, people to products and services, and even products/services to products/services; multi-use(r) products specifically conceived for shared uses, capable of being synchronized, personalized, tracked and traced; semi-professional equipment to be used in a non-professional environment, often even in private spaces, to provide a service for a larger group of people; experimental spaces that act as incubators for new social enterprises and, more in general, facilitate different socio-technical experiments; advanced product-service systems specifically designed to make it easier for collaborative services to function smoothly, such as flexible mobility services; fluid payment systems; customised and intelligent booking and ordering systems, tracking and tracing technologies (Warnke, Luiten, 2008, in this book).

Scaling up

In this book we are not focusing on creative communities and collaborative production and services only because they are sociologically interesting (although they do reflect a significant aspect of contemporary societies). Nor are we doing so because they can generate potentially profitable niche-markets for new businesses (even though this opportunity too could and should be explored). We are interested in them because we think that they can be scaled-up to support sustainable lifestyles for a large number of people. We think, in fact, that they have the potential to become mainstream and reorient the on-going social and economical changes in a sustainable direction. And that they can do so because they are also real steps towards sustainable ways of living that can already be implemented as viable solutions to urgent contemporary problems (of housing, mobility, food, childcare and care of the elderly, health, urban regeneration). Talking about up-scaling collaborative services, we are not of course proposing "to industrialize" them, meaning to consider them as products that can be mechanically reproduced on a large scale. Our discussion here is about whether and how it may be possible to apply to them a mix

of creativity, design and entrepreneurial capabilities and technological knowledge (we can call this human industriosity) to make them more accessible and effective, and so help them to spread on a larger scale. Of course we know very well that in the past century a similar mix of creativity, design and entrepreneurial capabilities and technological knowledge generated, for good and for evil, what we now know as the consumer-oriented industrial system. Our idea is that today, faced with different constraints and opportunities, and looking to different goals, human industriosity can lead in other directions and support sustainable ways of living for billions of people on this Planet (see part 2: Scenario of Collaborative Services in this book).

Replication v. growth

For the traditional industrial culture scalability means growth: to be successful and spread a small business or a small social enterprise has to become a larger one. Can this interpretation still be true? In the perspective of sustainability and in the framework of a network society, is growth in size still the best indicator of a new idea's success, and will it be so in future? And, for what most interests us here, how can the notion of scalability be applied to collaborative services? The problem that we have to face is very large. As we said in a previous paragraph, the possibility of a collaborative service working has a pre-condition: the existence of those deep, dynamic relationships on which it has to be based (Cipolla, 2004; Cipolla, 2008, in this book). In other words: scaling up collaborative organisations calls for the development of systems with a high degree of relational qualities.

Is this possible? Can we plan the diffusion of relational qualities (as the necessary pre-condition for scaling-up collaborative services)? The answer is far from obvious. We have already noted that they certainly cannot be planned. But we also said that something could be done to make them more probable. Now we can add another consideration: relational qualities seem to be possible only when interaction between the involved actors is sufficiently direct, and when the organisations they set up are sufficiently understandable and manageable, in short, when they are sufficiently small (Jégou, 2008 in this book).

At this point a contradictory situation appears: to face the transition towards sustainability we need to scale-up the impact of creative communities and diffuse social enterprises. At the same time we know that we have to maintain their original social qualities and such that qualities are largely related to the small scale of each single initiative. This contradiction is the main difficulty we have to overcome in order to scale-up collaborative services.



Glasgow... The Local Food Link Van... Association of local producers, suppliers, retailers and consumers organising distribution of local fresh food through a shared van...



Köln... Vegetable Box... Home delivery services which provide a box of bio grown vegetables, fruit and, if wanted, other food weekly...



Eindhoven... Aquarius... A community housing of elderly people sharing collective spaces, a large garden and organising mutual help and support within the community.



Helsinki... Oransis... A community housing of young students based on new members' participation in the renovation of old buildings to provide cheaper lodging...

In this case, the experience of the past is not helping us at all. In the last century several small, creative and collaborative initiatives appeared. However, when scaled-up they became large organizations and, in general, their nature changed, losing their original social meaning. The best-known case is the cooperative movement in Europe: one century ago a grassroots cooperative movement flourished in several countries. At the beginning it was in many ways similar to our present creative communities and collaborative services. Afterwards, their evolution, and for some of them, their success, led them to change. In becoming large, institutionalised organisations they gained in terms of performance efficiency, but they lost (or they largely reduced) the “sense of community” that had originally been an important by-product of their practical cooperativeness.

Now, we can ask ourselves why the evolution of creative communities and collaborative production and services should be different. Why should they evolve towards diffused social enterprises and not follow the same road trodden by the cooperative movement in the past century? The question is valid and we do not yet have solid evidence to prove that, today, a different path could really be followed. Nevertheless, at least one supporting argument to this possibility is already clear (at least in terms of its general claim): where in the past the dimensional growth of the involved organisations appeared to be the only viable way to give an original idea more power, today new and different strategies of “growth” are possible.

Service and business ideas v. localised production and services

Before moving on in our discussion on scaling-up collaborative organisations, we have to introduce a useful concept: the concept of service and business idea, meaning the organisational and economic model that explains how a service works; what its systemic architecture is like, who the involved actors are and what their motivations, relationships and economic and non-economic exchanges are. The notion of service and business idea is important because, when, as we are doing here, we discuss the possibility of collaborative organisations spreading, we have to bear in mind that, in reality, what is being replicated are not these highly localised cases with all their local characteristics, nor the creative communities who generated them, since they are un-replicable groups of people, but it is the service ideas that these groups of people invented (or adapted to the specificity of a new context). In other words, when talking about scaling-up, what we can plan is not how to replicate promising cases, but how to generate conditions to make the replication of their service ideas more probable.

In practical terms, it is true that each case of collaborative organisation that we find worldwide, such as co-housing, car-sharing, farmer

markets, or community based agriculture, is a non-reproducible initiative, given that it is so deeply rooted in a specific context and so largely shaped by the characteristics of its promoters. Nevertheless, behind these highly localised cases of co-housing, car-sharing, farmer markets, and community based agriculture there are the service ideas on which they are based. It is these services and business ideas that can move around and find new contexts where they can be adopted, adapted and re-localised. Until now, the diffusion of collaborative organisations took place spontaneously and at a relatively slow pace. Here we will discuss whether and how this movement could be accelerated by appropriate actions.

Replication strategies

Let's summarise: our problem is to scale-up collaborative service ideas, maintaining the small scale and the relational qualities of each concrete initiative. We need to increase the social and economic impact of collaborative services without increasing the dimensions of each one, but rather by connecting them, multiplying their number and creating a large network. This way of doing can be defined as a replication strategy.

Looking to other fields of activities, we can easily discover that this concept is not new and that several replication strategies have been proposed and developed to scale-up services, businesses or even social enterprises. Even though operating in different contexts and moved by motivations that are very far from those we are referring to here, these existing replication strategies present interesting similarities and offer useful experiences. In particular, we will consider three of them: franchising, mainly used in commercial activities; formats, with reference to the entertainment industry, and toolkits, which is used in several application fields where the do-it-yourself approach has been adopted.

- **Franchising.** This is a framework of procedures and communication tools to enable local entrepreneurs to start a commercial activity as franchisees of a larger company. This company supports the franchisees with a dedicated set of instruments and requires them to respect a set of procedures and quality standards. In other words, a franchising programme enables several small entrepreneurs to enter into business under the umbrella of the “mother company's” reputation. They enjoy the reputation of this company and, at the same time, commit themselves to follow the rules that the mother company lays down.

- **Format.** This consists of a model and a list of procedures, e.g. the model of an existing successful show and step-by-step indications of what to do to replicate it in different contexts. The format producer gives the format purchasers the rights to reproduce the original programme, adapting it to the local specificities. In other words: a format is a programme idea that, extracted from a real experience, can be set up in other contexts. The result

is a multiplicity of programmes that are, at the same time, global (the idea is proposed worldwide) and local (in each context it is broadly localised).

- **Toolkit.** This consists of a set of tangible and intangible instruments conceived and produced to make a specific task easier. Each tool can be more or less dedicated to a specific task and the whole kit can be more or less specialised to fit a specific activity. On the other hand, whoever adopts the toolkit can use the different tools in the freest way. And whoever produces the kit takes no responsibility for the results of its use. The growing number of toolkit proposals is linked to the diffusion in more and more application fields of the do-it-yourself approach.

Given these three replication strategies we can immediately see that the first two are, by their very nature far from our interest: not only because they are too strongly commercial and business-oriented, but also because the models they propose are too closed to give the necessary space to the creative groups of people they would (try to) support, and too centralised to permit the relational qualities to emerge. Nevertheless, we think that they offer some interesting elements for reflection too: the case of franchising, because it deals with enabling small scale enterprises and the one of formats, because it is about replication carried out through the actualisation of ideas. Of course, a TV programme idea is very far from a collaborative production and/or service, and a commercial business under the umbrella of a big brand is even further still. However, in all cases, these experiences indicate that the discussion on how to enable a large number of small enterprises to transform into operative and replicable programmes must start from zero.

Finally, we can consider the replication strategy based on toolkits. It is clear that the notion of toolkit is rather near to the one of enabling solution: the toolkits are offered for certain activities, but they can be interpreted in different ways and used for different goals. Thanks to its openness, the development of an appropriate enabling toolkit is compatible with the nature of creative communities and with the theme of their corresponding collaborative services. At the same time, we think that, for our purposes, the notion of enabling solution, as previously introduced, is more useful than the one of toolkit. A toolkit normally denotes a precise set of tools for individual self-help. This seems to be too narrow a definition of what is needed to permit creative communities to evolve into diffused social enterprises and to be replicated as collaborative services. Vice versa, as we have seen, an enabling solution is conceived for collaborative people and it indicates a system of very diverse tangible and intangible artefacts. It is a system that is articulated in different phases to support the conception, development and management of collaborative services. And, finally, it is a system whose borders blur with the more general socio-technical systems that

form the living environment of all the collaborative services they intend to promote and support.

Connecting

The three replication strategies we have discussed in the previous paragraph were conceived and developed in the past century. But now, as everybody is saying, with the new century, we are entering the network society: a society where many traditional ideas are challenged, including the very ideas of small and large. In fact, in networks, “the small” is not necessary small any more (given that the impact of an event is not necessarily linked to its physical dimension, but to the quantity and quality of its links).

In this unprecedented framework, it is conceivable that a multiplicity of small, interconnected collaborative services could become a powerful support to the daily life of a large number of people and communities. To explore this possibility we will consider the implications of two on-going socio-technical trends: one towards distributed systems and the other towards social networks.

Distributed systems. Something very interesting has happened and is happening in the field of system architecture. Its keyword is the adjective distributed. In fact, in the last twenty years, this adjective has been increasingly used in relation to several different socio-technical and economic systems: information technologies and distributed computing; energy systems and distributed generation; production and the possibilities of distributed manufacturing. Some of these possibilities became mainstream two decades ago (the “classic” distributed computing). Some of them have a strong position in the international arena (such as the concepts of distributed generation and distributed manufacturing). Some of them have emerged, and are emerging, over the last few years and have a wide and growing audience (distributed innovation, distributed creativity, distributed intelligence and distributed economy).

In all these cases, what the adjective distributed adds to the noun it describes, is the idea of a web of interconnected, autonomous elements, i.e. personal computers, power generators and/or renewable energy plants, small scale production plants and services, that are able to operate autonomously, while at the same time being highly connected with the other elements of the system. In other words: what the adjective “distributed” indicates is the existence of a horizontal system architecture where complex activities are accomplished in parallel by a large number of connected elements (technological artefacts and/or human beings). The implication of this distributed approach is a



Cracov... Eco-village... A village organising an Environmental Education Centre to promote local folk culture and development of sustainable initiatives...



Paris... Jardin Nomade... A group of people squatting on a waste ground in the city to organise vegetable plots and collective activities around gardening in the neighbourhood...



*Eindhoven... Neighbourhood Shares...
An association of residents together with the
municipality organise maintenance of the area
and care of green spaces...*



*Overvecht... Loan gardens... Residents
helped by the municipality and a gardening
association to take care of parcels of public
gardens...*

radical change in system architectures. But not only: they also imply the possibility of a new relationship between communities and their technological assets and, possibly, a more democratic way of managing them.

These ideas on distributed systems are not only a theoretical model: they are genuine possibilities with some real success-stories, as in the cases of distributed intelligence and distributed energy generation. The integration of distributed intelligence and distributed generation can be seen as the pillar of a new infrastructure: the distributed infrastructure of a viable sustainable society where traditional and new forms of distributed production and services can take place, connect horizontally and spread. So, this could also be a very favourable infrastructure to support the replication of collaborative services. .

Social networks. Something very interesting is also happening in the field of organisations and in the ways people participate in collaborative projects. Moving on from open source and peer-to-peer approaches, today we can observe an impressive increase in end-user applications. Service-oriented networks where users are co-producers of delivered services (i.e. blogs, podcasts, wikis, social networking websites, search engines, auction websites). We now refer to them collectively as social networks (or social computing or web 2.0) (Pascu, 2007).

Social networks generate non-hierarchical, network-based organizations (Cottam, Leadbeater, 2004; Bauwens, 2004) and organisational and economic models that, until a few years ago, were totally unimaginable. Now they appear to be not only possible, but also capable of catalyzing large numbers of interested people, organizing them in peer-to-peer mode and building a common vision (Weber, 2004; Tapscott, Williams, 2007). But what is really interesting for us here is that these social networks also propose Internet applications that, unlike other virtualising and delocalizing ones, may help people meet and organize themselves “in the real world”. In fact, several cases show that by bridging the virtual world with the real one, these technologies can also support users’ efforts to solve (real) problems in the (real) world. And in doing so they can also promote and support creative communities and collaborative services.

A possible convergence

Collaborative services, distributed systems and social networks, until now, have been considered and dealt with as different, separate phenomena. In fact, except for some minor overlapping, they have been generated by different people with different motivations. Nevertheless,

as we anticipated in the introduction, it is more than probable that in the near future they will converge into one single complex dynamic of social change. In particular, it is highly probable that the very powerful trend towards networked, peer-to-peer systems will drive this convergence. If this happens, these different lines of innovation will strongly reinforce each other: creative communities will bring the lively richness of people involved in real, daily problems; social networks will bring the unprecedented opportunities that have been opened by their brand new forms of organisation; and, finally, the development of distributed systems will provide the technical infrastructure for this emerging distributed sustainable society (Manzini, 2007a; ; Warnke, Cagnin, 2008, in this book).

Designers and designing networks

What can designers do to trigger and orient social innovation? How can they conceive and develop favourable contexts and enabling solutions? How can they facilitate the convergence between collaborative services, distributed systems and social networks?

Let’s take a step backwards and consider these questions in a larger framework. We live in a society where “everybody designs”, where design capabilities are, by necessity, particularly diffuse (Giddens 1990, 2000). In fact, whether they like it or not, everyday people have to design and re-design their business, their neighbourhood, their associations and their ways of living. The result is a society that appears as a mesh of designing networks: a complex system of interwoven design processes, involving individual people, enterprises, non-profit organizations, local and global institutions who imagine and put into practice solutions to a variety of individual and social problems (Tuomi, 2003; von Hippel, 2004).

Two design modalities

Operating in this new context, designers have to collaborate with a variety of interlocutors, stepping forward as experts, i.e. as design specialists interacting with diverse actors who design without being designers, i.e. design amateurs. As some advanced practical experiences have started to prove (Jégou, Liberman, Girardi, 2008 CDSL, DOTto7, SEP, see some references at the end of this book) this interaction may occur as the combination of two main modalities: designing in and designing for creative communities..

- **Designing in creative communities:** This means participating peer-to-peer with other actors involved in creative community building and in collaborative organisation co-design. In this modality designers have to

facilitate the convergence of different partners towards shared ideas and potential solutions. This kind of activity requires a series of new design skills: promoting collaboration among diverse social actors (local communities and companies, institutions and research centres); participating in the construction of shared visions and scenarios; combining existing products and services to support the creative community they are collaborating with.

• **Designing for creative communities:** This means looking at specific typologies of collaborative organisations and, after observing their strengths and weaknesses, intervening on their contexts to make them more favourable, and to develop solutions to increase their accessibility and effectiveness and therefore their replicability. In this mode designers have to conceive and develop advanced solutions for specific collaborative organisations and/or other enabling initiatives such as dedicated platforms, orienting scenarios and catalysing events such as exhibitions, festivals and other cultural events).

Design for social innovation

Designers have always created bridges between society and technology. So far, they have mainly looked at technical innovation and from the new opportunities it offered, they developed artifacts with some meaning for society. Today, this way of doing, i.e. this direction in crossing these bridges, remains valid. But now the same bridge also has to be trodden in the other direction: to look at social innovation, identify promising cases, use design sensitivities, capabilities and skills to design new artefacts and to indicate new directions for technical innovation. To do so, designers have to re-think their role and their way of operating (Margolin, Margolin, 2002; Thackara, 2005, 2007; Manzini, 2007b).

In conclusion, a new design activity is emerging, which points to an emerging new, fascinating role for designers. To participate designers have to positively accept that they can no longer aspire to a monopoly on design. If well understood, this change in the designer's place in society is not reducing their role but, on the contrary, it is increasing it. Exactly because the whole of contemporary society can be described as a mesh of designing networks, designers have the growing responsibility of actively participating in them, feeding them with their specific design knowledge: design skills, capabilities and sensitivities that partly come from their traditional culture and experience, and are partly totally new. A design knowledge that in having to be defined and tested requires a new wave of design research. As a matter of fact, talking about design for social innovation is more or less equivalent to talking about design research for social innovation.

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scenario

The Scenario of Collaborative Services

Tentative design for social innovation and sustainability

The second part of this book is devoted to the presentation of the Scenario of Collaborative Services.

The social initiatives that were observed in the research project may contain the seed of a new and promising lifestyle in terms of sustainable development. The suggested scenario is an attempt to offer a vision of what our daily lives could look like if such initiatives were to spread to a point of common practice or at least if they began to feature in the lifestyles of a larger part of the population.

But what hypothesis is this scenario built upon?

Social innovation as observed within the creative communities suggests a different organisation of our everyday lives, with a focus on sustainable development. The solutions that were thought up by the pioneering communities may be improved in terms of access and effectiveness and, doing so, they can consolidate and spread; in this more mature form they appear as a new kind of services: collaborative services, i.e. services where users are actively and collaboratively involved in the production of a commonly recognized value and in doing so, operate as a kind of social enterprise: a diffused enterprise geared to solve, in a collaborative way, “daily problems” such as: dropping the children off at school, obtaining quality products at a more affordable price, mutually benefiting from one another’s skills and goods, improving their surroundings... and by doing so, it just so happens that in the majority of cases, the impact of their actions is positive for society as a whole. They contribute to minimizing our ecological footprint and regenerating the social fabric. Collaborative services are therefore diffused social enterprises that add a touch of colour to our daily lives and bring improvements on a personal, local and societal level.

The resulting scenario, that we will call the scenario of Scenario of Collaborative Services, is shaped like a mosaic: it is based on a multitude of specific local initiatives, introduced by individuals into the organisation of their daily lives to deal with problems that they encounter. The scenario is not the projection of a conceptual vision, but rather a sum of unitary solutions, which, together, reflect a comparable spirit of enterprise that is diffused within the social fabric, and also a sense of active wellbeing so that the result is a product of each individual’s participation in the solution that she or he benefits from.

Building the scenario...

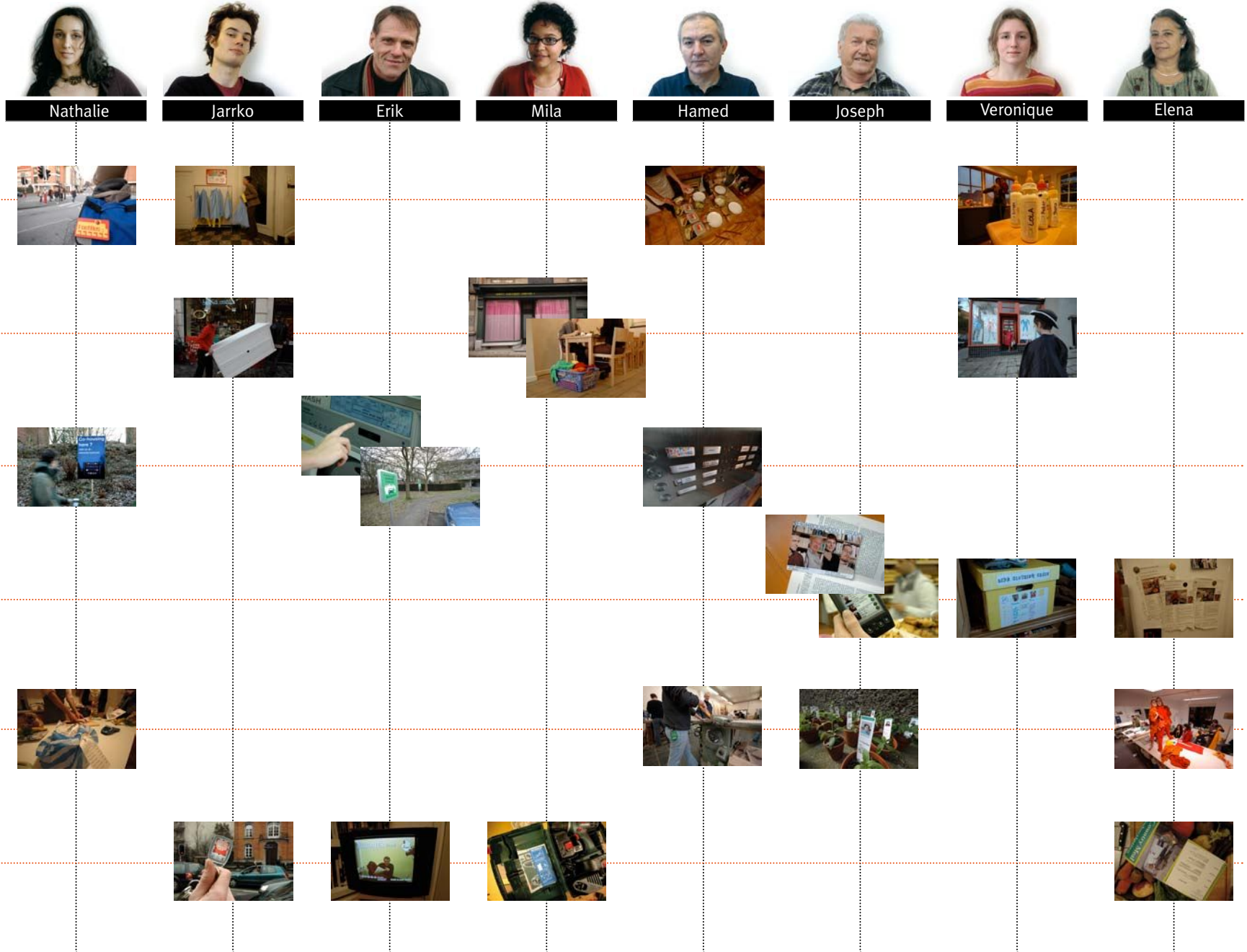
The scenario that is outlined in the following pages is based upon a combination of three elements as the picture grid shows:

- the most promising cases observed show similarities or recurring patterns in the way that the service is organised, beyond the particular sector in which it appears. Thus the forms of organisation can be clustered into categories. This classification is reproduced on the Y-axis of the grid.
- the scenario aims to convince users who are close to the creative communities although they may not have quite the same commitment and determination. Eight persona of potential users are presented on the X-axis of this grid.
- At the intersection of the various forms of organisation, on the one hand, and of the potential users, on the other, a sample of collaborative services suggests possible evolutions and adaptations in order to strengthen the cases that show potential and to make them more accessible.

Appealing forms of organisation...

Several categories of recurring solutions emerge from cases of social innovation within the creative communities. They represent different forms of organisation within a household, a family or a neighbourhood, such that daily tasks are carried out in a new and more sustainable way through daily practices, sharing resources, joint organisation with neighbours, creating relational networks... and, potentially, they can be replicated and applied in the different areas of one’s everyday life. Six forms of organisation were identified:

- _Family-like services organised within a household by combining common family routines with the available household appliances;
- _Community Housing based on particular housing infrastructure, which could allow for sharing domestic resources and mutual assistance;
- _Extended Home whereby a share of household activities are outsourced to collective infrastructures in the vicinity;
- _Elective Community in which members get organised and find synergies to help each other;
- _Service Club open workshops where a group of passionate amateurs share their skills and equipment;
- _Direct Access Network whereby groups of citizens arrange to buy directly from producers;



This classification is by no means exhaustive in terms of the wealth of social innovation and its potential with regards to moving toward sustainable development. It was borne out of the diversity of initiatives observed during the research project and is limited to this particular sample collection.

In the Scenario of Collaborative Services, this classification shows the diversity in forms of organisation on the basis of which collaborative services can be created. Three service examples are suggested for each form. If read horizontally, each line in the grid shows how each form of organisation can be applied in the various kinds and sectors of activity of a given household.

Potential adopters...

What is the target audience for these new services? What slice of the population is likely to use them?

Initially, collaborative services are not meant for everyone... They require a particular interest in social issues and a certain active commitment to their implementation in order to benefit from them.

Therefore they are not aimed initially at all citizens but rather at the kind of people who are eager to improve their quality of life and who take a keen interest in societal issues. More specifically, they are targeted at a category of people who are convinced that consumerism patterns must be changed but who are still insufficiently keen to change spontaneously, a category of people who are willing to take action in order to change their daily habits but who have yet to find how and where to go about it.

Just like the pioneers of the creative communities who were at the source of the observed cases, they are driven both by interest in social investment and by a practical need, but, in both cases, their motivation takes on a different form of expression.

Interest in social investment is a practical matter more than a vector of identity. The result is what counts rather than the nature of the solution. It tends to be linked to a particular concern rather than to a global commitment. Users focus on one sector: urban mobility, healthy diets... so that they are not compelled to overhaul completely their daily existence. With regards to the practical need, these are categories of people who remain sensitive in economic terms, but they include also more affluent social groups. They will therefore make more composite choices, blending the aforementioned collaborative services with more traditional services. They will also be able to spend more for their personal comfort, towards obtaining easier access for example, as long as the surcharge is reasonable.

The characters that were sketched to represent the population of potential adopters within the scenario-building of the diffused social enterprise make no claim to represent distinct social groups. They simply point to various profiles in terms of age, gender, socio-professional standing and background that are likely to adopt and promote collaborative services. When read vertically, each row in the grid describes three moments in a particular character's life and illustrates the dynamic that leads him or her either to start or to join a given collaborative service.

Elaborate Solutions and collaborative services

Cases of social innovation such as those that were observed could potentially lead to new forms of organisation in our everyday lives that are more in line with sustainable development.

How can we get beyond the point of isolated initiatives, often linked to specific contexts and spearheaded by extremely charismatic pioneers, to a point where collaborative services are open and widely accessible? How can we envisage a greater diffusion of these services so that they reach a wider population such as the one described above? Finally, and most importantly, how can we preserve within these new collaborative services the social qualities that are the cement and also the greatest appeal of the initiatives upon which they are based.

Our working hypothesis is that a strategic design operation could redefine the solutions that were observed. This mediation procedure aims to preserve the winning characteristics of these promising solutions in terms of sustainable development whilst improving access to these solutions for a population that is aware but shows limited motivation, commitment and/or availability.

We will come back to these questions at the end of this second part so that we can describe in greater detail the genesis of a collaborative service and enumerate a series of guidelines that define this new application of design, which lies at the confines of social innovation and sustainable development.

Let's now enter the scenario of the diffused social enterprise: how does it unfold, and how should we read it ?

First, each daily form of organisation is described in brief and in essence. Then, for each one, a sample of typical services illustrates its nature as applied to different everyday functions in the household.

Each service is presented from the point of view of a character who is either the promoter or a user of this service. The characters' comments should clarify, in turn, the initial context that warranted the development or the adoption of a given solution, its gradual implementation, the solution's specific design characteristics which allow easier access for potential users, induced social and relational qualities, benefits in terms of sustainable development and possibly the implication of specific artefacts.

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Family-like Services provided through common family skills and available appliances in the household...

This first set of solutions evolves from traditional household activities, such as looking after the children, preparing meals, washing clothes or hosting a relative. The most significant examples are home nurseries, organized by young mothers looking after two or three other children with her own at home; senior couples, whose children have moved out, hosting a student; or families organizing meals around receiving others, like a restaurant.

The principle is to make use of the existing household structure (available space, low-usage appliances, etc.) and the domestic skills applicable (childcare, cooking, washing, shopping). The original family circle extends to include others: mostly singles wanting to live in the same area, an elderly person with reduced mobility or students on their own. Even young couples absorbed by their careers can use certain services and have the benefit of being “adopted” by a family.

(context)

Taking turns bringing a group of children to and from school each day is simple, but it requires good organization from families...I developed the Footbus Tag system to simplify all of this..."

FootBus Tag



"...The system facilitates mutual sharing by families in taking children to and from school by synchronizing the children and their chaperones..."

(accessibility)

"A group of parents agree to take turns accompanying their children to and from school: they subscribe to the Footbus web site calendar and receive a list of the following day's children and an itinerary to pick them up, if necessary...In the morning, as the Footbus approaches a home, the children's badges begin flashing, thereby avoiding waits or delays. If a child is sick, they can disconnect their badge, even at the last minute, and the parent chaperone's badge will not flash when passing the house...In the evening the children confirm that they are home so that working parents can verify, avoiding anxieties.



(qualities)

"For the children, the badge is like a game which also helps them learn how to function responsibly within a group. For parents, the system facilitates management of schedule changes and acts as a pretext for individual involvement in mutual social responsibilities..."

(system set-up)

"At first we used text messaging, but it became too expensive...At work we were employing a short distance communication system, so I developed a specific application so that children and parents could coordinate their schedules, in case of delays or absences. That way no one would be stressed! Now there is a Footbus web site where one can order badges and establish a specific area of communication for each family group. In organizing all of this, we also formalized the legal aspects and developed a charter for parents and children to sign. This improved our status with insurance companies..."

(benefits)

"The Footbus tends to reduce car transportation but that is not significant because many people were dropping their kids while driving to work. Instead it reduced traffic congestion around schools and this "rear seat" generation turns to walking again with friends across the neighbourhood..."

(technical details)

"The badges act on a peer-to-peer basis at 500 meters: each one acting as a relay for information transmission, without needing a network provider. The web site acts as a center to assign roles, find replacements, record absences or delays...At my home there is a transmitter that sends out each day's signals to all the badges within the neighbourhood. On the badges themselves there is simply an emitting diode which flashes as children approach, plus two buttons, one to confirm a pick up and the other for last minute cancellations..."



FOOTBUS TAG

peer-to-peer device facilitating the
synchronisation of kids with the group
passing by

supports parents in organisation and
coordination

assists schedule changes and
enhance the reliability of the service

(context)

“Cooking for myself in my student’s studio was fine, but not going to the laundromat to do my laundry... I prefer the Home Laundry system with the Mauritz family in my own building.”

Home Laundry

“...The solution lies with a family who already is in possession of domestic appliances, like a washing machine, an area to hang or dry clothes and space for ironing...and to use them to provide services to their neighbours.”



(qualities)

“It’s like a professional cleaner: but a family does it...I don’t pay much attention to clothes, so it’s also a bit like having a mother who can replace a button. Mrs. Mauritz will sew one back on and if one of my shirts is too worn out, she’ll send me out to buy another one!”

(accessibility)

“One subscribes to the Home Laundry closest to one’s home and receives 3 cloth sacks which are used to transport dirty laundry, then turned inside-out in order to protect the clean and ironed clothes. They are also used to wash the clothes and are marked so that nothing gets lost or mixed up. Payments are made with tickets that are bought at the Town Hall.”



(benefits)

The Home Laundry is often with a family that has only one or two children...who has all the equipment but may only do 3 to 4 loads of laundry per week. It provides laundry service for three or four single people, more if there is space. It’s certainly practical for students, the elderly or young couples that don’t have the space or need for washing machines.



HOME LAUNDRY

family providing clothes cleaning
services for singles

mother-like attention

intensifies the use of the family
clothing care appliances

(context)

"I arrived in Belgium with two young children whom I wanted to care for full time, but I could not afford not to work...so I combined the two needs by creating Micro-Nursery..."



Micro Nursery

"...the system is promoted by the National Childhood Organization which provides all the necessary elements to create a domestic childcare center in one's home, like a starting kit to organize the new service, basic training, a help-desk and permanent quality control for each center..."



(qualities)

"It has nothing to do with a professional nursery: first it is an agreement between parents who want to establish a collaboration with mutual trust. The National Childhood Organization has done a good job at conserving the system as a local, person-to-person initiative, like me when I started... except that newer initiatives now profit from the experience of others. Without having to reconstruct everything from the beginning, there is now supervision to ensure viability and help with problems..."

(benefits)

"Micro-Nurseries are established by families with young children. It is not a professional activity but an extension of what they would normally do, with the addition of 2 or 3 children, eliminating the need for much added equipment. In addition, the parents are close, can get there on foot and the children are also friends in the area."

(accessibility)

"Now the National Childhood Organization has established a web site where families can either find an available spot for their children or enrol themselves in order to start their own. You receive a kit that informs you about everything you need to know, outlines the requirements necessary and the steps to take. Then you make contact with all the families, and only when all are committed will the national Childhood Organization give their attention and start the follow up..."

(system set-up)

"I set up my home childcare system with 3 interested families inspired by other existing systems. Little by little other mothers approached me for help in setting up the same system for them, or to solve particular problems. I eventually put all the information in a Blog open to everyone. One day the National Childhood Organization contacted me, along with other micro-nursery organizers, to turn our ideas and initiatives into a network project under their support system..."



MICRO-NURSERIES

babycare services in a domestic and family environment

agreement between parents in sharing equipment and socialising

official service organiser providing advice, training and ensuring reliability

(context)

“One day our neighbour’s son came to us because his mother had twisted her ankle. He was asking if we could do her shopping for her. Of course we accepted, and also delivered some pre-cooked dishes: my wife would cook a little more than usual... and that is how the idea of Family Take Away was born!”

Family Take-away



(qualities)

“The dishes are made to take away, but in many family’s homes the table is large, so it is easy to add a place for a student or two who might normally eat alone at night...We sometimes also deliver a meal to an elderly person, or someone who is sick. It is a bit like being amongst a large family, living on the same street where one might deliver soup to an ageing uncle or a sister-in-law...”

(benefits)

“The principal interest is to reduce the dependence on appliances and kitchen equipment, but also to economize work: cooking for 2 or 3 people more doesn’t change a whole lot for one family...”

“...The system is based on the principle of a bed and breakfast: one family prepares 3 or 4 extra portions when they cook to deliver to several single people in the neighbourhood...”

(accessibility)

“Family Take Away functions like a membership: for instance, dinners every day for an elderly person; or 3 times a week for a student who agrees to communicate his needs ahead of time...Prices are fixed and dinners are ready to pick up between 19:00 and 20:30 hours. Washed containers are brought back the next day ready to use again.”



(system set-up)

“We realized that it could supplement our income...but we couldn’t just start selling extra dishes all of a sudden, nor could we start a business with so little...We found a category in the legal system dealing with domestic aid: a family support service is recognized as socially supportive, for which one pays a moderate tax. One must have a sanitary inspection done twice a year and clients are covered by their own family insurance...”



FAMILY TAKE-AWAY

dinner is prepared for the family and for some extra singles living in the neighbourhood

portions will be picked-up by students or delivered to elderly people nearby

more people are living off the same family kitchen equipment

BUO
0199 99 99
Kali
am tree
telephone
N/C

steel gate unused
Telephone (01453)

31 27 x13' & x37
ephone (01684)

2 223777

COMPUTER, pentium 3PC,
excel, etc, anti-
word, £35 (01424) 695030.

COMPUTER, complete sys-
tem monitor etc, windows XP
MS Word, £50 01452 524 482.

COMPUTER desk, large, £5--
Telephone (07724) 841547. N/C

CO-HOUSING

3 rooms flat in a co-ho. rent inc.
shared laundry, tv & play room,
coll. garden, possib. car sharing
& comm. kitchen, 10 nights in
add. bedroom.
Contact Paul: 02-4789267
ev.+W.E.

Sell your unwanted items u

BLO
sz14
weigh
0145.

DRE
white,
(0124

DRES
dress
01243

SKIRT
etc. x2
£1.50

TOPS,
etc.sz
£1.50
each--

Community Housing based on habitat infrastructure to facilitate the sharing of domestic services and resources...

This second set of solutions focuses on forms of organization by households that are in close proximity – i.e. in the same village, neighbourhood or building – in order to facilitate the sharing of resources and provide mutual help. Typical examples are - in a rural context: eco-villages organized into cooperatives to promote and provide ecological building, organic food production and/or renewable energy. In an urban context: co-housing situations where gardens, child play spaces, dining facilities, recreational areas, guest bedrooms, laundry facilities and even cars and parking spaces are commonly shared. Spaces, both shared and rented, and goods both privately owned and leased out are complementary to private living. They are managed by the community under formal agreements and make daily family life easier, more functional and efficient.

(context)

“When I arrived in our building, there were two old washing machines in a dark, damp place in the basement that smelled moldy: no one wanted to use them. So we renovated the space ourselves and built an efficient Multi-User Laundry. It’s cleaner than my bathroom!”

Multi-user laundry



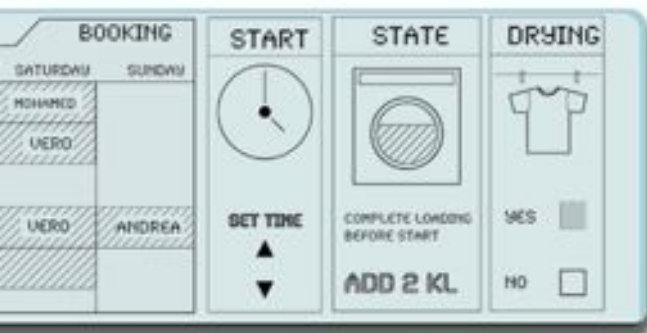
“...The system is based on two or three pay-per-use machines, and is designed for collective use, coordinating users and optimizing the maximum use and maintenance of the machines...”

(accessibility)

“These machines are true computers: each one is accessible on line via the Internet so that users can reserve times from their home computer. In addition, the machines are not simply appliances for multiple users or semi-industrial machines for domestic use: they are designed specifically for collective use - that is to say for multiple users. They are heavy-duty, with an ergonomic design and made for managing pay-per-use service, maintenance and costs...”

(qualities)

“Each resident puts their laundry in a netting bag to avoid mixing them up. At first no one dared touch the laundry of someone else...Now they know each other and are used to it: it’s not unusual to find a message, displayed on the machine, such as, ‘I put your laundry out to dry to free up the machine...”



(benefits)

“A Multi-User Laundry reduces the environmental impact of washing clothes on various levels: three machines is sufficient for 10 families; each load is optimized; the maintenance and upkeep of machines assures maximum environmental performance...”

(technical details)

“The machines are programmed towards rather original functions: for example, they have a semi-professional capacity, so if you do not, say, have enough dark laundry to fill a load, you can put your bag in and indicate on the machine when you’d like your laundry back. The machine relays this information to others who can then add their laundry and the machine waits until then before functioning, which both fulfills your need and runs the machine at maximum efficiency.”



MULTI-USER LAUNDRY

washing machine managing pay-per-use for a condominium

interface designed to optimise the washload before start

and stimulate collaboration between neighbours

(context)

Sharing resources with neighbours requires an adapted habitat infrastructure...When an apartment became available in our building two years ago, we proposed that all of the remaining tenants rent the space out for Collective Rooms...”

Collective Rooms



“...The principle rests with establishing one or more apartments as common spaces, to allow collective places and slowly evolve the existing building towards a housing cooperative...”

(accessibility)

“Co-operative charters establish the type of usage of each space: free access for living room and library, the laundry facility through reservation and fixed hours for access to the fully equipped office...Rent is equally shared with special fees or supplements for usage of an entire space – say, for parties – or for use of bedrooms at night for invited guests...and the money collected allows us to pay for cleaning and maintenance. With one apartment per ten families we cover all the aspects and needs necessary for classic shared living.”

(qualities)

“In the building everybody makes a different use of the common space)and it’s amazing how the existence of available space triggers into new practices: having the whole family overnight for a birthday party; performing do-it-yourself activities; organising gym training; having children do their homework together; moving a part of your apartment while repainting it... People meet there or only pass keeping balance between their private apartment and collective spaces”

(benefits)

“New housing is built every year, but habitat style changes very slowly. Therefore, this solution of turning an existing apartment into a collective space is efficient because it only needs minor transformations to meet co-housing needs. These projects also help expand the co-housing phenomenon...”





(context)

“When I was looking to buy a house I saw an announcement about the formation of a housing cooperative, so I checked into it. Little by little we entered into the market and within two years we were at the head of a new housing project.”

Co-Housing



“...The principle of the system is to find the most interested parties, guide them towards participating in co-housing and establish a cooperative group large enough to support the discussion, development and establishment of a community project...”

(qualities)

“Even if it takes a long time, the seminal process is fundamental because it establishes a common ground for the project that helps give everyone encouragement and comfort... We evaluate ideas, placing ourselves in or out of certain situations in advance, whether we actually end up in the housing co-operative or not.”

(benefits)

“It’s been three years since we moved into our housing co-operative and we really see the benefits: certainly economical, with shared transportation, laundry facilities and utilities... Now we are seeing new possibilities, such as additional bedrooms or a screening room. We see positive social results from certain infrastructures like the common game room for kids or the party space...”

(accessibility)

“First people subscribe, then they discuss details on line, such as place, type of habitat, common resources... Subscription fees serve to further the project with a specialized architect and account expert... As discussions progress, some may feel uncomfortable with the orientation of the project and the less interested parties quit. This leaves the core group of interested people more consolidated and it can now start the process towards building...”



Co-housing here ?

Join us at :
www.berrysr.net



CO-HOUSING

a community is first formed on-line to
shape the sharing project

experts are appointed to formalise the
project and the agreement between the
parties

after this seminal process, the core
group finally have the construction
started

(context)

“Practising car-sharing between the inhabitants of a particular building is work, but everything usually goes OK until someone leaves, then we sometimes find ourselves with a vehicle or two on our hands...Personal Car Sharing is more flexible...”

Private Car-Sharing



“...The system is based on the availability of one or more vehicles by a car-sharing service that assures professional organization and is available to everyone in the building...”

(accessibility)

“It’s like a classic car-sharing, but with one or several parking spaces near your building. We benefit from professionally managed vehicles: reservations via mobile telephone, maintenance, registration and replacement of vehicles - all without having to organize it...”

(qualities)

“A readily available car-sharing next to your home with easy personal access truly allows one not to have to own a vehicle. But it’s truly the flexibility of the system that helps relations between tenants: people enter and exit the system at their own convenience. The car-sharing business adds or subtracts the number of vehicles according to the demand.”

(benefits)

“The system is not exclusive: if a vehicle is not being used by one of the building’s tenants, it can be made available to someone else in the neighbourhood. This allows the car-sharing business to maximize turn-over of new groups of cars and establish more car-sharing locations in town...”



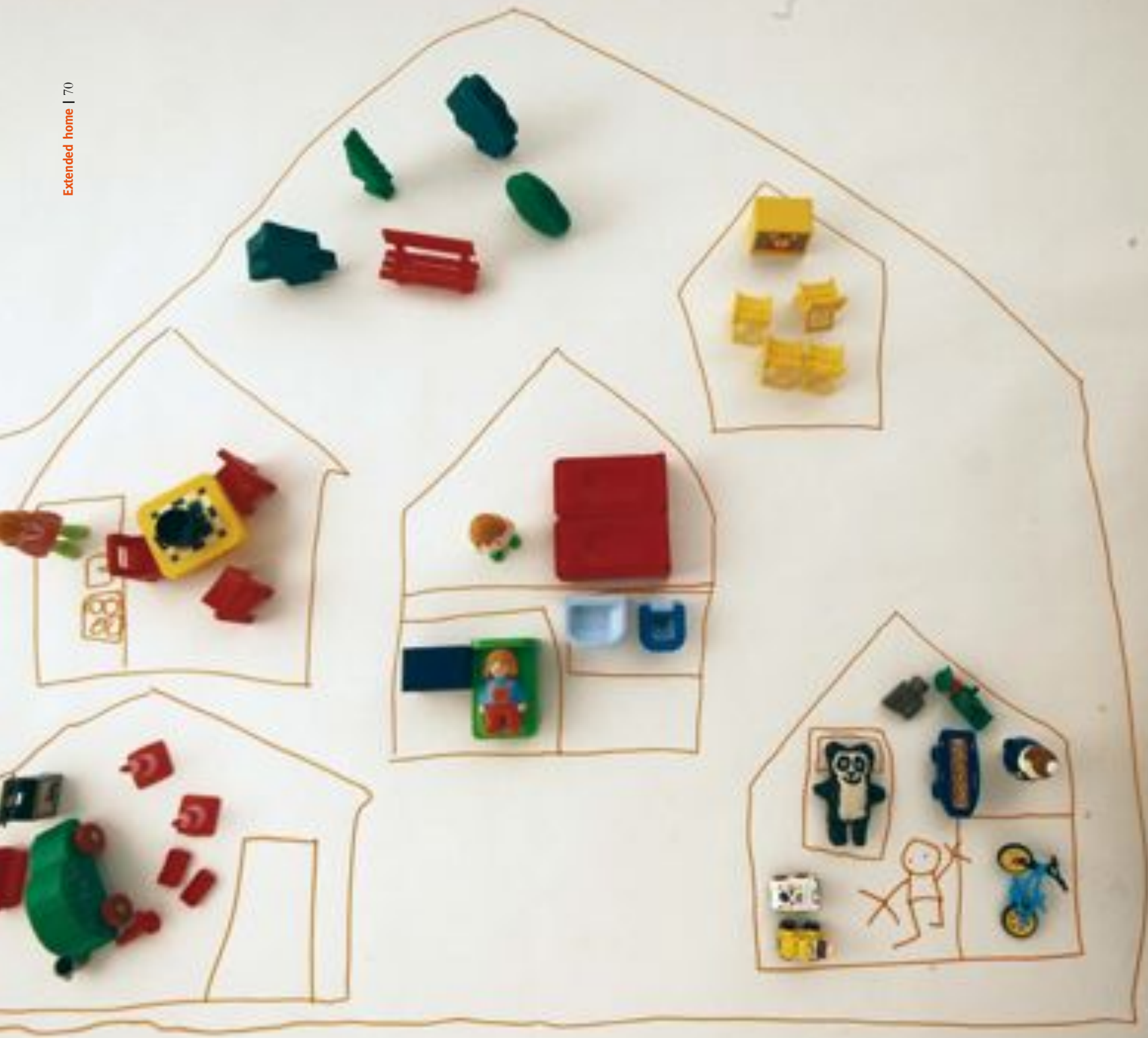


PRIVATE CAR SHARING

a group of tenants willing to use collective vehicles

a professional car-sharing company is appointed to manage the service

car deposit points are made available close to the building but also accessible to other users in the neighbourhood



Extended Home where some of the household functions are fulfilled through collective infrastructures in the neighbourhood...

This third set of solutions covers services within walking distance that cover certain household functions. For example, the municipality makes certain public land available, for those who don't have any, for a community garden; a space where the elderly can gather together for meals; a private collective that provides a space where children can come and play together. The common denominator is going beyond the boundaries of traditional, private household space. It is a periphery of spaces in the neighbourhood - between public shops, frequented mostly by local people, and private spaces collectively managed - that provide extra services and enrich family life. These areas are perceived as extensions of the family household, resulting in a more friendly and lively atmosphere in the streets.

(context)

“At my home, when I was little, we often had large parties. We’d reunite the entire family and often there were twenty or thirty people. Most people today only invite a few others... mostly according to the number of chairs around their dining room table! So when I moved into a small apartment with Gilles, I got the idea to start Party Place in the neighbourhood...”

Party Place



“The idea is to provide spaces in the neighbourhood to use for domestic

activities, such as social gatherings, family reunions, birthday parties... which require space, chairs, plates, etc... that we don’t have in small city apartments or that we only use occasionally.”

(accessibility)

“Party Place is a co-operative with around fifteen families, some of whom contributed chairs, the stove came from another one and a few others brought the necessary dishes, silverware and platters... the rest pay a fee on the day of use which goes toward the rent, management and upkeep. Reservations for the space are done in advance on an Internet site. Many cook on site and prepare dishes that they don’t have the possibility to make at home...”

(qualities)

“It is neither a restaurant nor a community center... We feel a bit at home there, like in a large family room that once existed; children play together, parents discuss at the tables, or push them aside for dancing... The fact that everyone is a partial owner of everything is important. People also bring things from home to complete the equipment. They clean up the space on the day of the party... and they respect it more also...”

(system set-up)

“The bet, at the beginning, was to establish a space equipped with everything needed that would pay for itself and work on user participation. I made a real business plan, visited local enterprises and went door-to-door talking to people, researching their needs and intentions for participation. I legalized the project through the Town Hall, found a space and borrowed some funds in order to start it off... We first opened the space with a core group of the most motivated to hone the use as a test run... then slowly expanded access to others...”

(benefits)

“Materially we no longer need a 24 place service which is only used once during the year, or a stock of chairs in the garage... Above all, people will hold parties in the neighbourhood, families will reunite together in the space, children can invite all their classmates for birthdays... And since it is not used as much during the week, it doubles as a club space for a group of elderly people...”

... MARTHA'S PARTY

HAPPY BIRTHDAY MARTHA!

PARTY PLACE

a collective space is organised in the neighbourhood

people rent it for special events

space and equipment are available for large family gatherings

(context)

“ I found some old furniture for my student’s dorm...But I didn’t have the materials or tools to refinish them, nor the space...So I went to the neighbourhood Open Handysshop.”

Open Handysshop

“...It’s a shop that offers space to use



what it sells: you can find tools and materials like in any other hardware store, but a do-it-yourself space is available in the back where you can get advice from the shop owner.”

(qualities)

“What he doesn’t have, he orders, but he knows what you need. He gives advice to the various projects and can rent out tools for the time necessary, even if it’s a few minutes. It’s a bit like working in your own workshop: he makes sure everyone works safely and that no one forgets to clean up.”

(accessibility)

“Not only is there a workshop to work on projects that we don’t have the space to work on at home, but there are all the materials necessary. We only pay for the screws we use and if we need something else, it’s there in stock. In addition to the rental of space, the supplies are bought from the same merchants: this supports its business and keeps the clientele highly loyal.”



(benefits)

“This type of business, open to outside users, considerably reduces the need to purchase and store tools and materials. The convenience of location, immediate available advice...promotes more confidence to take on tasks oneself: people repair and transform objects, therefore consuming less.”



boit à outils

OPEN HANDYSHOP

a hardware shop offers a space for do-it-yourself work

tools and equipment are available for rent or for sale

the shop keeper is always there to give advice

(context)

“I like feeling at home in my neighbourhood...I mean literally, like in a small village or in the country where some of my domestic, personal business is done in the open, around the house...So, for example, I don't have a washing machine, I go to the Washing Restaurant...”

Washing Restaurant



“...This solution combines a number of services, just like things take place at home. Here we can come eat while our laundry is being washed: in the basement of the restaurant is a laundry facility...”

(accessibility)

“I don't have the time to go to the laundromat. If I had a washing machine at home I'd do other things while the machine was washing my clothes. Here the solution is combining two activities that don't necessarily have anything in common, but could be compatible time wise and require about the same amount of time to perform. While I'm eating I can be doing laundry...”

(qualities)

“Gilles and I go one or two nights a week with our laundry baskets of dirty clothes to the Washing Restaurant. We eat there and encounter other neighbours doing the same thing. It's a curious mix of doing a chore while also going out to a local spot: It creates a sort of intimacy... Even if I go alone sometimes, I'll always find someone to eat with...”



(benefits)

“It's really folks like us who don't need a washing machine at home. It also generates social activity in the area, outside one's home, which makes for a lively neighbourhood...”



WASHING RESTAURANT

an eating place at a walking distance
from home

a place combining washing while
socialising with neighbours

offering clothing care facilities in the
basement

(context)

“My apartment is pretty small. My children sleep in the same room, therefore even space to play is limited... and since they have grown up a bit and want independence, they now go to the Kid House to meet their friends...”

Kid House



“...The system is built around a space where local children can have autonomous access. It’s like a second room, larger, just around the corner where they can play safely together...”

(accessibility)

“The Kid House is neither a baby sitting area nor a game library: kids go there to join their friends. They can go there to work on projects with tools, which might make a noise or make music or be messy, like painting, working with clay, etc. But they bring their own materials and toys. There is an annual fee and it is open after school, vacation days and in the evenings...”

(qualities)

“The kids must be autonomous and responsible: they can’t do just anything and they must clean up and put things away before they leave. There isn’t organized supervision, other than an adult who “holds the fort” and sells certain materials or fruit juice. Parents can come from time-to-time with their younger kids, but it is more a place where neighbourhood kids and adolescents can hang out...”



(benefits)

“The shared materials are tables, chairs, painting easels and three computers for internet access. But the most interesting aspect is the neighbourhood connection there: through their kids, families get acquainted. It is a space outside of one’s home which stimulates social interaction!”



KID HOUSE

..... an outside playroom at a walking distance from home

a place to go alone safely to find friends

and organise collective games or messy activities



PERMANENCE

Permanence at the shop

OCTOBER

Mon 16 Wed 18 Fri 20 Mon 23 Wed 25 Fri 27



Lunch & evening



Lunch & evening

??



Lunch & evening

NO PERMANENCE



Lunch & evening



I must leave at 19.10 - Sorry Nina

In case of need:

NAME	
Miles Singh	
Nina Smith	
Paula Mathan	
Paula	
Kevin Fox	
Ngilela Gubane	
Travis Thompson	
John Rumsden	
Wendy Lu	
Stephany Hodge	
Felix Bunker	
Jack Johnson	
Hydro Lorian	
Adrienne Patch	
Patrick Carter	
James McManus	
Geoffrey Brier	
Ed Brier	

Research

Elective Community where circles of people organize to provide mutual help...

This fourth set of solutions is based upon small and medium sized circles of people interested in exchanging local services and goods. Typical examples of these circles are organized trading systems which exchange labor based upon time spent; people in the same neighbourhood involved in the cleaning, maintenance and improvement of its living conditions; larger networks exchanging second hand books and organizing discussion groups on line between readers... Elective communities are a middle ground between the trust building, personal relationships and spontaneous exchanges that take place because of close physical proximity; and the chosen affinity resulting from a common interest, convergence of views or objectives. Beyond family and friends, they constitute additional layers of the social fabric that provide tangible services, but also a strong feeling of belonging, identity and support.

(context)

"I love books. I am OK with lending them out, but with the sole condition that I don't have to run after people to get them back...So to avoid problems I developed a Neighbourhood Library."

Neighbourhood Library



"...The principle is based on the formation of a library from books that are found in people's homes, with the structure of a professional library..."

(accessibility)

"Each new member must register the books they agree to lend out in the catalogue accessible on the Neighbourhood Library web site. As such, this functions like a classic library: we search for a book, find out who has it, if it is checked out or not and where we can go to pick it up...We must return it in 3 weeks. There are reminders and even fees if we forget..."

(qualities)

"It is not just a way to make books available, but also a means to discussion. Owners are the best advisers. They keep a book if they like it. They talk to you about it and will suggest others, or you to them. And the books pass from hand to hand but always through the same reliable system of borrowing..."

(system set-up)

"People generally are attached to their books and putting a borrowing system in place is a sensitive subject...So I researched management software for small, local libraries so that my Neighbourhood Library would be viable, convincing and easily managed. We modified the software very little: we switched the line 'Book Shelf Location' in the on line catalogue, to 'Book Owner Address.' After that all we needed to do was put everything on line and print membership cards..."



(benefits)

"We place value on the books that lie dormant on people's shelves, but normally dare not ask them to part with. Contrary to book exchange pools, where you mostly find cheap or popular literature, Neighbourhood Library gives people access to the best collections. The quality of exchanges between people is enriched as a consequence..."

NEIGHBOURHOOD LIBRARY

a library based on neighbours
lending their own books to each other

a professional software manages
booking and tracking

owners are advising their best
books in complete safety

Name: JARKKO BENSON
N°: 880342

Date: 10/02/2010
Localisation: IKALOLIKOLA

NEIGHBOURHOOD LIBRARY



ous particu-
le voudrais
tue, par le
Housseau.
primitive
sur l'iné-
de nature
de même
de même
l'anarchie
us forme
les mo-
a de soi-
membre
tue dans,
acun de
naissance
et nous
livisible

useau,
lobbes,
une étroite parenté
de mettre en évidence
un accord essentiel
comme une distribui-
l'absence d'échappé-
à la comparaison avec Hobbes
l'exercice n'
qu'au m

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traité, avec un étalage
l'autre partie. La pres-
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te totalement nou-
ne communément
Spinoza, Hobbes,
société. C'est un
mer une commu-
tagonistes, une
dividuelles, une
s soustraits à
ordre politique.
discorde née
le pacte de
contrat entre
ions médié-
divergences
voisineté,
contrat de
sur fallut
un droit
les phi-
s, telle
privée

(context)

“Clothing my children on one salary is no easy task... While starting my home nursery, I heard about Kids Clothing Chain from one of the mothers.”

Kids Clothing Chain



“...The system replicates the borrowing of clothes between siblings. Everyone in the neighbourhood can participate. Kids “inherit” clothes from each other as if they were in a large family.”

(accessibility)

“Registration is done simply by bringing one’s own clothes to the general clothing pool. You choose a box with an assortment of clothing of the same size or age. Once clothing becomes too used or soiled it is replaced. Each wearer of clothing is identified on the box and is responsible for keeping the clothing well maintained, almost like monetary compensation for their usage.”

(qualities)

“On the box we often put a photo of each child user with the clothing that they like to wear...it helps them choose...and we sometimes put comments – ‘Not enough warm clothes in this box,’ or ‘My daughter loves the pink jumper!’ This is what really gives the system its personality: the clothing is not anonymous. Other children have enjoyed them before and eventually an item will be seen again on another child in the neighbourhood.”



(benefits)

“Maybe we don’t like everything in our box...but even if we don’t wear everything, we still buy far fewer clothes than before. Economically it is incomparable...We no longer have all these clothes that no longer fit and accumulate. Each item is reusable right up to the point of being replaced.”

(context)

"If we have bad legs it is difficult for us to go shopping...and living in an apartment one doesn't often see people passing in front of one's window in order to ask them a favour...so I use the Active Shopping List..."

Active Shopping List



"...The system is inspired by the basic act of asking a neighbour who is going shopping to pick up something for you: through an electronic message system we have access to people's shopping lists.."

(accessibility)

"When we are in a particular shop we simply contact the Active Shopping List to receive a list of requests: 'Could you pick me up some bread?'; 'I need a low-wattage light bulb'; 'If someone is going to such-and-such a store, could you...?' ...It could be in the area, for people like me who cannot get around easily, or from a more distant shop, to reduce the number of people going..."

(qualities)

"Basically what motivates people is to freely offer a service to someone that really costs us almost nothing. What helps people to not hesitate in helping is the system which puts them directly in social contact: the favor is clearly communicated and the payment is rendered. There is also a system to record and track the reliable people..."

((benefits)

"The interest is to economize movement within the city by maximizing the use of trips. It is also a way to facilitate the care for those who are not as mobile, either handicapped or aged... Everyone uses it: those who are very busy might very well bring something home to someone older, or someone who is retired and has extra time will shop for someone who doesn't..."



(technical details)

"The information system is based on a central data base through text messages. Users either post requests or let someone know they can meet one. Shopping lists are categorized by both the location of individuals and by their home addresses; but they can also be classified by urgency, similar types of products or even by quantity, if someone were to be on foot..."



ACTIVE SHOPPING LIST

users asking for a shopping favour are posting their demand

one can access a list of shopping demands according to the shop where he is

demands can be ranked by urgency, distance from home or weight to carry

(context)

“I’m a good cook...I learned traditional methods watching my mother and grandmother...which is why I like the Living Cook Book: we learn recipes from people who can demonstrate them and talk about them...”

Living Cook Book



“...It’s an accumulation of recipes based on dishes that people know how to make: they are published, with contact information, in a local journal, so we can call them and ask advice or even go see them personally...”

(accessibility)

“The Living Cook Book functions on the principle of popular opinion: one needs ten compliments in order to be published. Someone from the journal goes to the person’s home to record the recipe and take a photo. A new recipe is published each week with the cook’s personal information.”

(qualities)

“Most of the time reading the recipe is enough, but occasionally I have gone to the person to see how it is done...I like that because it is a real, live person who will also show you their personal tricks through demonstration, or suggesting certain merchants she goes to for ingredients...”



(benefits)

“Aside from the delight of finding out that one or more of your neighbours are great cooks, I think it also gives people an identity: they are no longer anonymous and it creates confidence for many people...”

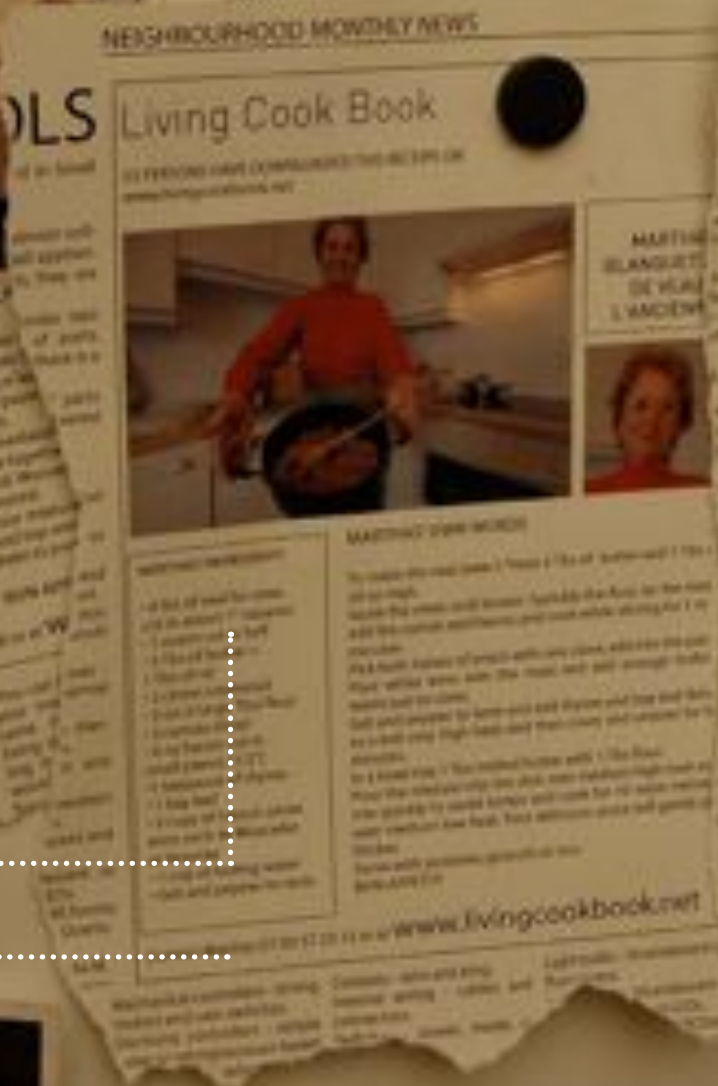


LIVING COOK BOOK

a cook book based on what skilled cooks in the neighbourhood are excellent at

one recipe is published weekly in the local paper

the contact of the cook enables calling him or her for advice and even to drop by if necessary



Need to
repair your
bicycle !!!



BICYCLE
REPAIR
CLUB

- Repair workshop
- Tools & advice
- Spare parts
- Rent a bike
- Second hand
- Cycling tours
- Kids security school
- Cycle track promotion
- Events
- Track tours

Service Club based upon open workshops and the involvement of passionate amateurs in supporting and recruiting newcomers...

This fifth series of solutions covers forms of open clubs where members support themselves mutually in the fulfillment of one particular activity. Examples of these clubs are bicycle repair workshops offering tools, infrastructure, spare parts and guidance to their members. Others are dedicated to the restoration and repair of furniture within the structure of a wood workshop, the recuperation of building materials and a system to help give aid to people working in their homes, or similar organizations focusing on gardening, cooking, do-it-yourself projects or sewing. These clubs are open, in the sense that they work on a free involvement basis: senior members provide help to new participants who, in turn, will repeat the process when they are more confident with future new members. Permanent staff is reduced to a minimum and structure maintained.

(context)

"A kitchen club where one does extra cooking once a week is superfluous... On the way home I stop for a while at the Shopping Club because eating healthy and balanced meals is an every day affair..."

Shopping Club



"...The club reinforces the distribution of good eating habits by combining the selection of quality ingredients with specific culinary advice..."

(accessibility)

"The Shopping Club is formed around a host who knows food and cooking. They support 4 or 5 members for whom they will do the shopping, applying their specific culinary ideas, but still keeping each family's tastes, diets and habits into consideration. We go by their house before dinner for around a half hour and they help us discover what they have purchased, explain their use and help give advice for cooking."

(qualities)

"We don't order from the club...we only need to let them know how many are eating, or if we have any guests, so they can plan their shopping. To help with the shopping, each Shopping Club host uses an organizer that frees him from most organizational tasks and helps him focus entirely on the choice of recipes and ingredients..."

(technical data)

"The organizer defines the use of each ingredient, taking quantities into consideration as well as specific tastes and diets. It contains the specifications given or updated by each family. In the marketplace the organizer compiles a purchase list for each merchant. Once the shopping is done, it lists the total cost for each family."



SHOPPING CLUB

the participants drop by every evening
to collect their ingredients

the club host suggests a recipe and
advises on how to proceed

he shops everyday for 3-5 families
matching fresh and inspiring ingredients
with their specific requirements



(context)

"I work for a carpentry company and in order to help pay for the space and machines, the owner decided to make the workshop available to the public in the evenings and on weekends."

Wood Atelier



"...The system allows gradual access to a professional carpentry workshop, meeting the personal needs and taking into account the skill level of each user and providing a space where people can benefit from the experience of the others..."

(qualities)

"The Wood Atelier is based upon the notion that each person learns from others and eventually is able to pass on that information. Each user has an account of hours, linked to the electronic key: they log in how many hours they spend giving or receiving advice. Then it's up to each participant to exchange hours or even offer them as gifts."

(accessibility)

"Access to the Wood Atelier is organized through an electronic key system that permits general access to the space, but limits the use of equipment. Only the machines that a particular participant is qualified to use, for safety and insurance reasons, are accessible with their key."

(technical data)

"The electronic key system serves basically to access the shop. It also authorizes access to certain machines that users have earned through a special course or lesson. It registers the time and type of usage of each machine, like a pilot's log, in order to follow the experience of each person."

(benefits)

"One doesn't need to do carpentry every day, but we also can't do quality work without the facility. This service covers parts of the cost of a professional facility through a large population of users, while keeping the costs of management low thanks to the electronic key system."





WOOD ATELIER

..... a professional carpentry compensates for part of its costs by opening access to private users

..... a user key manages access rights to the machines and to ensure safety

..... it logs usage time on the basis of which the user will be billed

(context)

“More and more people are gardening, but know-how is often lost... I, for example, don't often get results, so I simply add more fertilizer... So, I signed up for the Green Gardening House.”

Green gardening



“...The principle is based on the sharing of ecological gardening by getting to know plants through information provided and exchanged by gardeners...”

(qualities)

“In April & May it's a real exchange fair: a plant for a plant! The greenhouse overflows and there are plants all over the public garden space. Everyone benefits from information on the best local varieties. The other day I came back with 18 types of tomatoes...and as many neighbours counting on me to grow them...”

(accessibility)

“Green Gardening takes place in a small greenhouse in one of the city's public gardens. People come, they exchange plants and leave with stickers attached to each one giving the identity of the person who grew it and who, therefore, knows about it. They generally put advice geared to the area so we can also go to their garden to find out why it might grow better there...”



(benefits)

“The Green Gardening House encourages organically grown biological production. It also helps us discover the gamma of local varieties, not to mention that the neighbourhood is blooming much more than before!”

GREEN GARDENING

sharing point for plants and advices on local ecological gardening

participants offers seeds and slip they grow for exchange

good tips and local varieties are circulating in the neighbourhood



(context)

"I am a clothing designer and tailor with a small atelier. To help pay for my investment I decided to open the atelier to others who wanted to sew, or learn to sew; so I started a Second Hand Fashion Atelier..."

Second Hand Fashion Atelier



"...The structure offers access to a professional tailoring facility for the adjustment, repair or transformation of second hand clothing..."

(accessibility)

"There are different formulas for participation: renting the space and machine use by the hour; advising and supervising with a specific project and, of course, all of the custom full services we usually provide. We also give courses for groups. Each week there is even a "clothing exchange" session where people swap their used clothes..."

(qualities)

"Besides the basic need to refit a piece of clothing and calculating what the cost is, we found that people enjoyed taking a personal interest in the possibilities of transforming their clothing themselves. As a promotion, twice a year we now organize a fashion show of personal styles transformed right here in the atelier!"



(system set-up)

"As a tailor I was getting less orders for "custom made" clothes and decreasing demands for adjustments. I was just too expensive for the average person who still wanted to transform their clothing...so I proposed that they learn to do it themselves! At first they came from time to time, but demand grew so I had to organize: the atelier is open every evening and weekends. We are now three tailors who rotate shifts between our own work, supervising and teaching..."

(benefits)

"Through repairing, recuperating and transforming clothing we reduce the need for purchasing new clothes. We also create a system of mutual aide: people help each other. Transforming used clothing renews peoples personal interest in custom clothes, as opposed to simply buying prêt-à-porter - made to fit everyone, but personal to no one."



SECOND HAND FASHION ATELIER

a tailor offering rented access to her professional equipment

teaching sewing classes and advising beginners

promoting second hand fashion and clothes swapping



Direct Access Network where people organize to get products and services directly, cutting out the middle service sector...

This sixth series of solutions includes all of the direct relationships between producers and consumers for the purchase or exchange of goods. The most typical examples are solidarity purchase groups where neighbourhood communities organize to buy their food in bulk directly from local farms, getting both quality and fair trade relationships. Reciprocally, local organic food producers take the initiative to deliver orders directly to the client in the city. Second hand exchange systems between customers are organized through radio networks or Internet web sites.

Unlike the previous series or clusters, these networks may cover larger areas, like entire towns and their suburban surroundings for regional food delivery. But even with more distant territories the personal relationships are always characterized by direct contact, with no or fewer intermediaries and people-to people agreements based upon mutual trust.

(context)

We have to use present media: television is a window into distant world. It helps us also to discover the world around us... So I manage the channel Regional Markets...”

Regional Markets



“...This local TV channel gives visibility to all the products which are locally made. These products are available directly from the manufacturers, cutting out intermediaries, transport and consumers can speak directly with the companies producing them...”

(qualities)

“Our audience is our best reporter... They contact us with new ideas and leads, even come in and talk to us directly. As a result, it is a television program that doesn’t speak of major events, but of people who are from the area... one recognizes a building, or a neighbour... and goes to see them. It’s a channel to start projects that may develop in daily life, on the market place, in the streets...”

(system set-up)

“I began to produce a program on local products through a cable television station in the area. We quickly gained an audience because we concentrated on locally produced goods, and where one could acquire them. Eventually we grew out of the “culinary tourist” phase and enlarged our perspective to all sorts of products that interested the audience and now Regional Markets is the most popular program on the station...”

(accessibility)

“We diversified the program but kept the central theme of discovering resources which were local but that you may not have known existed. We review all sorts of different markets: organic foods, small clothing manufacturers, kitchen equipment, construction materials... We even organize an “exchange service” between people and show lots of local organizations and activities, like car-sharing, purchase groups, home delivery of pharmaceutical prescriptions... As a local media, we really do make a difference in supporting and giving visibility to start-ups. Our half-hour program reaches thousands of interested, motivated locals...”

(benefits)

“At its base it is an association with a small budget, financed by documentary-style advertising and regional financial aid. The primary benefits are in redirecting the interests and purchases of local inhabitants towards the economy of the region, therefore reducing outflow of people and products”



LOCAL SHOPPING \$25 MGR



00-07-50-30-28

ERT INKING
DESIGNING PLACE
TODD SMALLVILLE

made in your region

REGIONAL MARKETS

shopping channel promoting regional products

raising critical mass of interested participants for starting local projects

and giving visibility to producers and initiatives

(context)

"I like to prepare meals... and also to eat! But I have to be careful not to put on too much weight, because of my heart, and since I don't have a lot of time to shop for myself, due to my work, I use Country Meal Subscription..."

Country Meal Subscription



(qualities)

Qualities:

"When I first joined I went to visit the farm where the products came from. It's about 25 kilometers from here. A couple started it: he'd always been a farmer. He grows fruits and vegetable and also orders other products. She's a dietician by trade. I discussed my diet needs with her, but also my tastes and the pleasure I get from cooking... She personalizes the recipes."

"The system is based upon a subscription for the weekly delivery of cooking ingredients, products and organic foods, specially chosen by a dietician..."

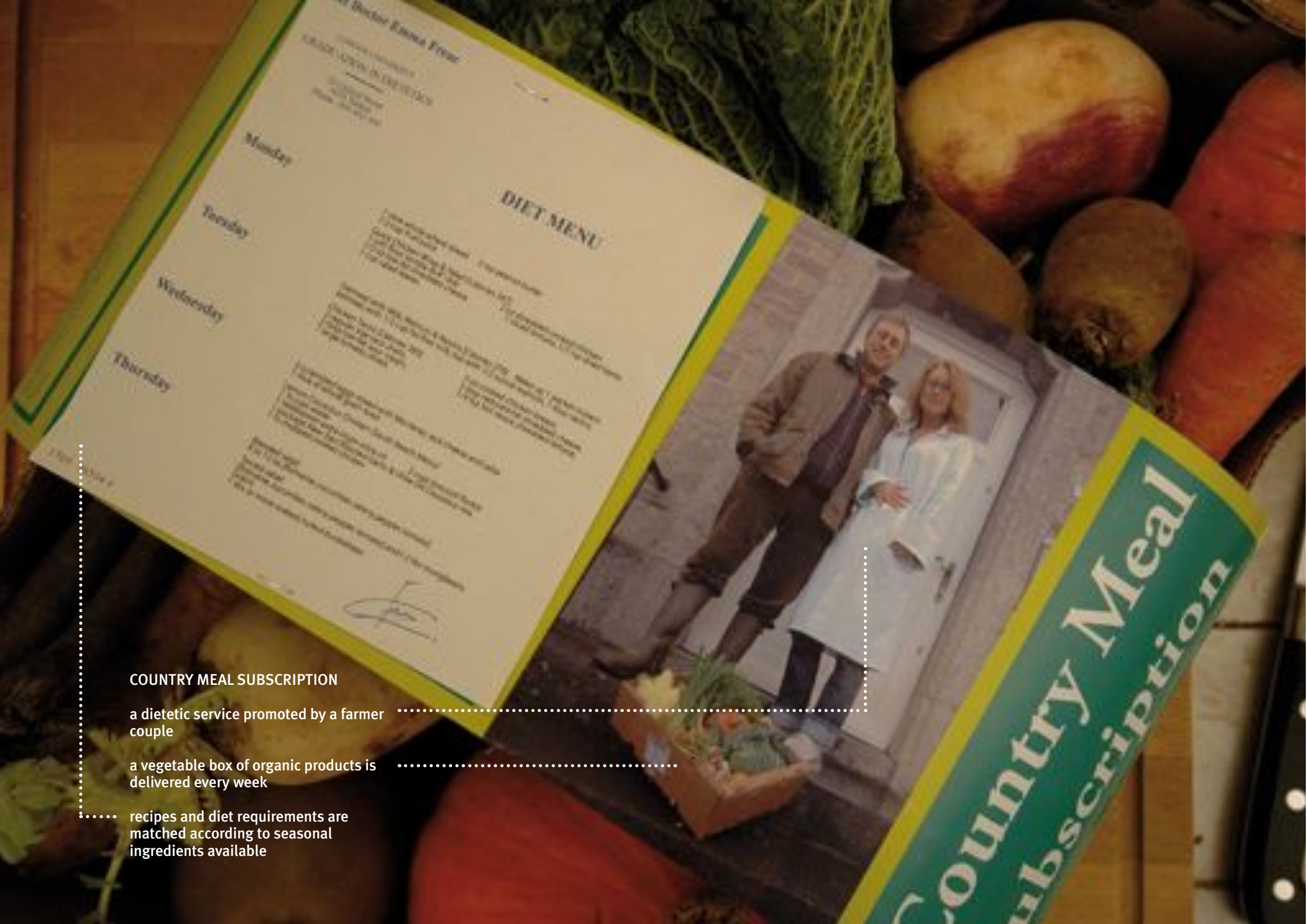
(accessibility)

"Following a special diet is not easy, especially when the entire family doesn't need it. When we go shopping, sometimes we are tempted away from it... so with Country Meal Subscription we don't feel like we are actually following a specific diet: we receive fresh ingredients and recipes which, we know, are all healthy and approved for the diet we are following..."



(benefits)

"In the supermarket world of infinite choice, Country Meal Subscription might seem an anomaly. In fact it's more like asking the advice of a chef at a restaurant: we consult someone we trust to choose for us. It is a distribution system which puts specific, healthy, organic foods into our hands with very little waste, right up to the casserole..."



COUNTRY MEAL SUBSCRIPTION

a dietetic service promoted by a farmer couple

a vegetable box of organic products is delivered every week

recipes and diet requirements are matched according to seasonal ingredients available

(context)

“When I buy a tool I’d rather it didn’t just sit around: I prefer making it useful to others, if possible, in order to offset the cost of purchase. So I’ve become an adamant user of Product Time Sharing...”

Product Time Sharing



“...the service allows anyone to lease equipment that they own but don’t use regularly. One just needs to submit tools into the system, and they are immediately proposed for rent per hour around the neighbourhood...”

(qualities)

“It is as simple as lending something we are not using and being assured it will be returned in good condition...Product Time Sharing, at first, puts neighbours in touch with each other. Then loans and exchanges are done on a person-to-person basis through mutual trust. At the same time there is an insurance that covers anything damaged. Both of these elements help make relationships more bonding with neighbours who are also do-it-yourselfers.”

(technical data)

“The Product Time Sharing system utilizes all the aspects of a professional leasing service: being able to find the right tool at a location close to you; a booking system which puts owners in priority, then works in progress, etc.; a user tracking procedure to help ensure respect for the time borrowed and a tool usage log to track total usage hours and determine replacements; insurance in case of accidental damage...”

(accessibility)

“It’s easy to simply fill out a form describing the item, or to register it directly on the Product Time Sharing web site. It is then added to a pool of equipment available around your home address. So when you need a drill there isn’t just one near you, but five or six and you can even choose the model that best suits your needs...”

(system set-up)

“...The service allows anyone to put to use, on a leasing basis, any equipment that they own but do not put to full time use. We register a drill, for example, and automatically the system organizes its location and time availability in the area...”

(benefits)

“The system makes all kinds of equipment available and increases the time they are in use. Since it is local, it is also like leasing convenience: no need to get the car to go buy or find the tools we need...”



PRODUCT TIME SHARING

products available for micro-leasing in the neighbourhood

the service includes on-line booking and insurance

contributes to offset price and intensify use



(context)

"I spent 6 months in London doing my post-graduate internship and in order to facilitate transportation, outside the urban public system, we subscribed to the local E-Stop...So when I returned to Finland I started our own E-Stop service in the small town where I live..."

E-Stop



(qualities)

"I wanted to start an E-Stop that was geared more toward younger people...So we had the idea of involving a local radio station that broadcasts local bands. With the messages that were transmitted while people were in their vehicles we were quickly able to acquire enough participants. What's fun is that most people are listening to the same radio station, so drivers and riders can talk about the groups that were just broadcast."

(technical data)

"On screen there is a small map of the city, separated into zones which represent major sectors. One simply chooses a sector and launches the search. Every device within 150 meters of the location receives the signal. The system matches requests and offers, then proposes solutions. Pedestrians and drivers then confirm and signal each other by hand for the pick up. There is also a menu that manages each user's accounts and personal settings, matching user profiles."

(accessibility)

"Hundreds of automobiles pass by on certain boulevards: at least one is going to the same destination as you are. The problem is, knowing which one! With E-Stop, one waits at an intersection and the device searches to see if there are any vehicles that can take you. If there are, you send a request signal. In the car, the driver receives the request on his or her device and can then pick you up. Drivers can also put out offers that are sent throughout their sector."

(system set up)

"On the E-Stop web site there is everything necessary for new start-ups. I opened an account and configured the application to conform directly to our town. Once it is set up anyone can order a device. We started with friends and on the site there are many suggestions to get the service started: town sponsorship, brochures for distribution, letters to send out to employees of local businesses, stickers for cars..."

(benefits)

"It fills vehicles that otherwise circulate almost empty. The more vehicles that participate, the more efficient it is: for the first time, traffic actually facilitates mobility on foot! There are also enough participants so that one can choose whom to ride with. Many women, for example, prefer to ride with other women. This option builds confidence in the beginning..."





E-STOP

a peer-to-peer system matches drivers with people on foot

destinations are indicated by town areas and precise dropping points are agreed between users

pedestrians just wait at the crossing to get a lift

Collaborative services and strengthening the secondary social fabric...

The six forms of organisation described above within the *Scenario of Collaborative Services* offer just a glimpse of what social innovation can bring. They do not claim to be exhaustive, and the classifications of inspired solutions certainly only represent a partial vision of the possibilities of collaborative services. Nevertheless, they provide an overview of an emerging social landscape and leads to a more coherent global understanding.

The *Scenario of Collaborative Services* triggers patterns of social relations that have a tendency to (re)generate the relational fabric beyond the ‘formal’ relational fabric of the household, which includes friends and family, to encompass the ‘informal’ relational fabric, which is all but worn out in our urban and individualistic society. Thus wider relational circles, which were largely inactive, can once again operate, such as the ‘extended family’, ‘local common goods’, ‘neighbourhood life’, ‘neighbour relations’, ‘amateur clubs’ and even remote ‘dedicated providers’. As a result, we have a secondary social fabric, which binds together the various solutions beyond their own specific functionality.

Design for social innovation

Guidelines towards a synthesis of quality and access

To close this presentation of the Scenario of Collaborative Services we will come back to the strategic design process followed to build the different examples of collaborative services, and draw from this experience some recurrent design patterns: a series of guidelines applicable in general to the design of social innovation to enhance both the accessibility of the solutions and the resulting qualities for its users.

Each of the guidelines identified will be presented separately first describing the problem that is addressed and the general design principle to be applied in such a situation, and secondly showing some characteristic examples from the Scenario of Collaborative Services. The ten guidelines together don't pretend to be exhaustive of strategic design applied to social innovation but they already constitute a series of basic principles to help designers in this emerging territory at the crossroads of service design and design for sustainability.

The strategic design exercise developed to build the Scenario of Collaborative Services presented in this part of the book starts from the analysis of a sample of promising cases, observed during the research, to inspire a series of collaborative services representative of the different activities to be fulfilled in everyday living.

The objective is to diffuse these solutions, which are promising in terms of sustainability, among a larger audience making them more accessible but at the same time keeping their original quality and appeal.

Two complementary operations are therefore conducted contemporaneously:

Increase services accessibility

Determine the main difficulties in the acceptance of the promising cases by a larger population (i.e. time dedicated; cognitive constraints; organisational burden...) to define possible ways to facilitate the use and increase functionality.

Preserve relational qualities

Detect the different forms of social relationship at the basis of the social dynamic present in the promising cases (i.e. family atmosphere, amateur networks, disintermediation and personal contacts, neighbourhood life, elective communities...) in order to ensure that these relational qualities are preserved in the design of the new collaborative services.

Increasing users accessibility...

To facilitate user access and open up this promising cases to a wider range of potential adopters, with differing socio-demographic profiles, involves a series of combined design operations such as: fluidifying use by introducing new kinds of service organization and/or new supporting technology; diversifying access so that a single solution can meet the requirements of different categories of user; enhancing communication support to make services more visible to potential adopters; facilitating the replication and diffusion of service across different contexts of use and diverse local implementations.

The following five guidelines should support the strategic design process in order to facilitate access for a larger range of users:

- _Enhance local visibility
- _Fluidify management
- _Reduce cognitive cost
- _Offer different levels of involvement
- _Support collective use

Each of these five guidelines will be described in detail and illustrated through examples taken from collaborative services developed in the scenario.

[Guideline 1]

Enhance local visibility

Enhance local visibility of the collaborative services. Relay their existence through word of mouth and the use of simple communication tools, make it accessible by search engine to potential local users...

(Problem)

The very process of looking for promising cases during the research from which this book is the result, shows the existence of many initiatives hidden in the social fabric. At the same time, it reveals their lack of visibility to those not directly participating in them but who might like to get involved. The very nature of these locally developed solutions by the users for themselves or their close surroundings is that they don't require any external communication beyond exchanges between participating members. Therefore, any person outside the groups of users has no chance to identify the solutions available around her. Sometimes, she is not even aware of their existence since no relay is made by the media.



(Example)

As an example of such a tool, one could provide an 'Internet platform', to connect demand and supply within a distance of, say, 100 m around the household or the workplace. Among other functionalities, this would allow the initiator of a service to promote his or her offer and thus meet the potential demand in the close neighbourhood. It would also allow to a potential user to access a wide range of offers available on a proximity basis. 100 m around is based on posting offers and reviewing opportunities at a walking distance from home or work place. It shows what the social fabric around is composed of.



(Example)

Parallel to such active research tools, more traditional communication systems, but still focused at a local level, could also increase the visibility of local initiatives. Regional market is a TV-shopping program broadcast by a local TV network. It is dedicated to goods and services produced in the surroundings that are not advertised by regional or national media.

[Guideline 2]

Fluidify management

Fluidify management of the service by users. Support participation by proper infrastructure in order to reduce the time needed to be dedicated to the service.

(Problem)

The promising cases observed are self-managed and run through the personal effort of their organisers; they therefore require participants to dedicate time and organisational skills. Purchase groups, local exchange trading systems, informal domestic mutual help... all these initiatives are often similar to micro-enterprises offering services in terms of the tasks to be performed or the number of participants needed to coordinate those tasks. But, as they have emerged from a bottom-up social dynamic, only a few of them are able to activate suitable management tools and dedicated technological support.



(Example)

For instance, for families to share in walking each others' kids in to from school means organizing the different accompanying adults (turns, substitutions in case of last minute problems and during the picking up of the kids (synchronizations, delay, illness...)). The Footbus Tag allows the exchange of simple scheduling messages among the group of kids and adults enhancing the reliability of the system and the management of the shared responsibilities.



(Example)

Also in the mobility sector, e-Stop is a peer-to-peer communication device facilitating hitchhiking in urban areas, organised through a club. The system matches people on foot with drivers passing by. It is based on a small digital map of the town concerned, divided into zones, that enables users to indicate where they drive and where they want a lift. The device plays the role of a broker for a pedestrian waiting at a traffic light, sending his or her message to only those drivers that are likely to give him or her a lift because they are going in the same direction.

[Guideline 3]

Reduce anticipation

Reduce needs for forethought from the users. Allow more instant use of the service through the use of quick information exchange supports, simple and automated procedures.

(Problem)

More than being time-consuming in their implementation and management in daily life, the promising cases require forethought from their users. To take part in a car-sharing system requires advance booking. To get second hand books requires taking part in an exchange network and waiting for an available copy. To buy organic products directly at the local farm, through fair trade circuits as in a purchase group means planning and ordering purchases. In a mainstream culture of immediate consumption of personalized products and instantaneous services, the necessity to plan in advance and anticipate needs is a heavy constraint for the users.



(Example)

The loan of domestic tools is a natural thing to do, but at a neighbourhood scale it means users, checking that tools are given back in good order, bargain for maintenance or substitution in case of problems and so on. This heavy management required by loaning may upset the generosity of most. Product Time Sharing is a personal leasing service proposed when one buys new goods such as tools or specific domestic appliances that are not used all the time: simply by applying for the service the new owner becomes the leaser of the products. He or she gains access to a professional infrastructure for leasing goods locally, including: a means to track a fleet of products; a reservation and booking system; the management of financial rewards, etc.

[Guideline 4]

Offer different levels of involvement

Offer different levels of involvement to meet various user profiles. Open-up to gradual personal and affective engagement and leave to choice how much the participants will become involved in supplying the solution.

(Problem)

As already mentioned, the success of many of the observed promising cases is partially a result of the constant participation of particularly charismatic people deeply taking part in the solution and supporting it. The continuity of these solutions in time is largely based on the quality of interpersonal relationship between the people. In return, this strong involvement produces high relational qualities and a warm socialised atmosphere. However, such involvement is very demanding: it's a particular material and affective option in life for the participants.



(Example)

The way Service clubs work is significant in terms of plurality of levels of involvement. The core idea of these clubs of amateurs that deliver services is based on a gradual engagement of the participants: from passive users, they progressively take part in providing the service. The user of the Second Hand Fashion Atelier will find there training on how to use the sewing machines, feel slowly more confident in cutting and assembling pieces of fabric and, after a certain time he or she will be able to provide advice and guidance to newcomers. But even if this process remains the core principle of the service, the Second Hand Fashion Atelier doesn't exclude other and less involved use: people can book occasionally to use the sewing machines, they can ask for personal advice and coaching or they can simply ask the owner of the workshop for a complete remodelling service in the same way they would address the service of a professional sewer. The structure behaves also as a commercial enterprise offering a range of services and charging for those services according to the willingness of users to participate more or less actively. But whatever is the involvement, the perceived social quality remains based on an open welcoming place and the proximity of different levels of passionate amateurs fostering mutual help and socialisation.

[Guideline 5]

Support collective use

Support collective use of shared places and goods. Develop products for multiple users that compensate the burden of self-managed collective resources.

(Problem)

Sharing and collective use are a part of many of the observed case studies. This common use of resources requires great attention to manage places and products collectively, to organise time sharing, to ensure maintenance of products where there are multiple users, to provide conciliation in case of conflict between people sharing the same device.



(Example)

For instance, the Neighbourhood Library is based on collective neighbourhood access to the books people have on their living-room shelves, but the solution benefits from the organisation and management system of a professional library. Participants are registered members and they choose which of their books to place on the database. An online catalogue is available, and books are tracked through a computerised booking system, with return dates and fines for late returns. The sharing of books becomes, then, an easy and fruitful operation.



(Example)

The Personal Car Sharing makes cars in collective use available for inhabitants of the same co-housing but the management of the cars, the booking, the monthly billing, for the use of the cars as well as the maintenance and reparation, is organised by a professional car sharing company that manages these specific clients within its wider fleet of vehicles.

The two solutions are based on a professional service, an external support to the community that takes charge of part of the management work generated by the sharing of the goods.

Preserving relational qualities...

The five design strategies that have been presented before are not exhaustive of the possibilities for enlarging access to the solutions suggested by the promising cases observed. Further development is needed to complete them but they already give an idea of the improvement in terms of functionality that a strategic design approach can bring to social innovations.

The final part of this text will be dedicated to focusing on the other side of the strategic design approach performed within the construction of the scenario shown in this book. It will present a sample of five design guidelines used to maintain in the new solutions the relational quality initially present in the promising case.

In other words, providing access to these solutions for a larger audience, facilitating participation, reducing time and organisational constraints and providing professional support to streamline the processes involved may lead to the generation of more commercially oriented services. The risk is that we divorce the solutions from their substantial humanistic and relational content, which is the essence of their perceived quality and very often essential to make the solution work.

The following five guidelines should support the strategic design process to avoid, as much as possible, this problem and preserve the initial relational qualities present in the promising cases:

- _Promote availability
- _Keep the relational scale
- _Enhance the semi-public status
- _Provide support for participation
- _Build trust-based relationships

As for the first ones, these complementary five guidelines will be described in detail and illustrated through examples taken from solutions developed in scenario.

[Guideline 6]

Promote availability

Promote the state of availability for what is not intensively or even regularly used in day-to-day. Make it easy for others to take advantage of this resource and enhance the social relationship between users.

(Problem)

The observed promising cases show a large range of relationships between subjects and resources, from individual ownership to use of collective goods. Second-hand clothes and books as well as unused equipment are owned by someone, but, at the same time, this person does not need them anymore and may agree, within a socialisation process, to offer them for free or in exchange for a form of reward.

These resources are available but very often not used because they are not easy to access in the general domination of property.



(Example)

For instance, the Kids Clothing Chain solution reproduces the pattern of passing a box of used clothes between children. The service supports families in the neighbourhood in finding a 'provider' with older children and a 'client' with younger children in order to exchange clothes, with mutual respect and trust and observing simple rules for the maintenance and renewal of clothes. The solution promotes a state of availability, establishing exchange as a default for children's clothes.

[Guideline 7]

Keep the relational scale

Keep the relational scale in developing collaborative services. Favour direct, physical, face-to-face relationships where agreements are easier to find and mutual trust can grow.

(Problem)

The observed cases work at a local scale. They emerge from bottom-up initiatives. They disseminate more than they grow and generally keep a reasonable scale around a local place and a small number of people. An exchange shop, a recreational space for children, a repair workshop— all these work within a walking distance. A purchase group or exchange system are easier to initiate, organise and maintain at the scale of a small group involving not more than a couple of dozens of people.



(Example)

The 'Family services' based on an extension of family activities picture by essence this measured size likely to induce and preserve a feeling of belonging. The Micro-Nursery for instance, is not properly named: rather than a professional nursery with a small size it is better defined as the reasonable number of children that a mother in a family situation could take care of. The solution is enabled by the local representation of the National Childhood Organisation that supports the initiative to make it as professional and reliable as possible, providing a service kit with support, training, assistance, etc. But the quality of relationships in the solution and its feasibility is mainly attributable to the fact that the nursery does not exceed the size of a large family.

(Example)

Moreover, on top of the size of the group involved, the mode of interaction with the service and the choice of the supporting technologies are also significant. The principle of the Active Shopping List is to publish on a data base demands for small shopping services such as "could you please bring me back a loaf of bread" or "If you go into this particular shop, could you bring me back this article". Theoretically, all requests are available to all users but some filters are applicable sorting the demands by affinity (which requests are posted by the people I know personally?) or by proximity (to whom in my neighbourhood can I do a favour?). This particular settings of the software enables users to keep the interaction localised and personalised.

In the two examples, the size of the group and their interaction are designed to keep the scale that enhances the quality of the relationship between the people.

[Guideline 8]

Enhance the semi-public status

Enhance semi-public status for resources and places. Foster open ownership, shared exclusivity, regular user status, proximity and even interpenetration of public and private to gently raise awareness on collective care among users.

(Problem)

Contrary to the organisation of mainstream society, showing a strong limit between public and private, the observed cases exhibit an in-between status. An orchard in a public park, a series of single houses sharing a garden, a purchase group organised by the inhabitants of the same street, etc – these are all examples of semi-public (or semi-private) places, frequented by regular users but open to others, collectively managed but generating a feeling of intimacy. The very in-between status of these places tends to induce a similar in-between attitude among the people who use or organise those resources. They are neither together nor isolated; they are voluntarily in a relationship.



(Example)

All the solutions developed within the 'Community housing' and the 'Extended home' clusters 'play' with this intermediary status. The Kids house is more a form of externalisation of the children's bedrooms than a playground in the neighbourhood. It's a place for meeting and socialisation between kids and, in extension, between their parents.



(Example)

Party place allows to organize a family or a birthday party that exiguity of domestic spaces generally does not allow. But at the same time it places the event in the public sphere of the neighbourhood: the neighbours are involved in the party even if they are not invited to it.



(Example)

The existence of Collective rooms in a condominium is also a typical example. They extend each apartment with a TV room, a shared office, a children's area or additional bedrooms. These places are private, collective and shared. The perceived feeling is of 'fuzzy boundaries' of personal space overlapping with the space of the others, providing occasions for socialisation.

[Guideline 9]

Support the expression of personal skills

Support the expression of personal skills of all people involved in the interaction. Develop infrastructures in order to take in charge the material, work-intensive part of the collaborative services and free the people from the repetitive, time consuming tasks and leave them space to express their talent.

(Problem)

Interpersonal skills play a central role in most of the case studies. An increase in the qualifications or ability of the people involved and the transfer of know-how between those people is generally part of the final aim of many initiatives in contrast to what is mostly observed in service industries where the sophisticated design of infrastructure allows the employment of less/low qualified people.

Combining both, the solutions developed tend to support the material part of service provision in order to free people of low-interest tasks and to leave them more space to express their skills and transfer their competence.

Whether the cultivation of a vegetable plot, the repair of a bicycle or the cooking of delivered organic food, the educational dimension is interwoven with the fulfilment of the function addressed by the solution.



(Example)

Shopping For You, for instance, is not a shopping service centred on delivery, as in most online supermarkets. A passionate cook, mother or father of a family, offers his services to compose seasonal menus, to select good products and to combine them with a wide knowledge of recipes. He offers a solution for four or five households based on the provision of a selection of ingredients and related cooking advice. He uses an electronic organiser to receive and manage multiple demands, give orders, keep track of expenses and so on. He then can dedicate himself to expressing his skills shopping in the street market and exchanging with his clients. The solution ends up as a shopping service but it is first of all perceived as an initiation to a healthy upper cuisine.

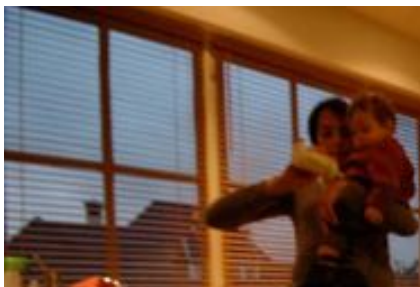
[Guideline 10]

Build trust-based relationship

Build trust-based relationship combining interpersonal understanding and reliability of the service organisation. Enable the construction between the participants of a lasting face-to-face relationship, regular physical meetings, dialogue and personalised interactions for a robust and flexible collaborative service.

(Problem)

In most of the observed cases, the construction of mutual trust is based on the relationship between individuals. It is mainly because participants meet physically and collaborate, know each other directly or through a third party that such initiatives are viable. Leaving kids to someone that will walk them to school, pre-financing the production of a local farmer, hosting a student in a spare room of one's own apartment or receiving a vegetable box without the possibility to check the quality and freshness of the products, etc, in all these situations, the relationship precedes and motivates the trust. Professional services on a large scale are based on the opposite: trust is based on the institution and its longevity; relationships with the service staff are codified and anonymous. The relational quality of the developed solutions is generally based on a mix of the two approaches.



(Example)

The Micro-Nursery is both a face-to-face agreement between people and also the result of training and the overseeing of each nursing family by a qualified third party from an institution such as the National Childhood Organisation. Similarly, one can follow a healthy and balanced diet through the Country Meal Subscription; the food is provided by a biological farm but the diet is checked by a professional diet doctor with recognised competences.



(Example)

In the Living cook book, the publication of the best recipes in the neighbourhood is based on the suggestion of good cooks by the neighbours themselves but also through a contest between the pre-selected candidates. In these solutions, trust is based on a complementary relationship with a skilled person and a professional organization of the service.

Conclusion

Semi-finished solutions

In conclusion, this tentative characterisation of the strategic design approach applied to the generation of a sample of solutions inspired by the promising cases observed reveals a certain convergence.

All the strategies to facilitate access, as well as the related patterns to enhance the relational quality between people, are based on the same intermediary vision combining social dynamics and technical support infrastructure. Participation of the user is fluidified through technical support. The cognitive cost of organising collective solutions is made easier by the support of help and management infrastructures. The engagement of participants is real but gradual. Groups respect the human and local scale. Resources are owned but available. Places are between the public and the private. Trust is both relational and institutional. Solutions are semi-finished and services are enabling.

background reflexions

Creative communities: a strategic view to innovation

Premises of the research approach

Some crucial conceptual hypotheses and assumptions, and a systematic collection of real cases by entrepreneurial groups of people, known as Creative Communities (Meroni 2007), lay the foundations of the idea that to design scenarios for a better future we can move from the observation of promising cases of social innovation.

The collection of cases, initially in Europe and then in different countries all over the world, led to a huge amount of examples of possible and promising innovation, where individual interests converge with those of society and the environment, creating conditions for a more satisfying use of resources and restoring meaning and value to everyday activities. Those examples often show common traits and organisational patterns that enable us to talk about the possibility of generalisation and replication.

In conceptualising the status and the attitude of Creative Communities, we have verified some of the basic hypotheses and learnt a series of fundamental truths that can be considered pillars on which to envision future scenarios with the same powerful character and spirit. The first is that creativity is a diffuse attitude, and the role of a designer is also to be able to uncover, recognise and enhance this powerful social resource. The second is that all these cases teach us about the importance of “relational strategies” (Latouche 2004) among people and communities, based on the “art of making do”. The third is the courageous entrepreneurial attitude these communities show: a will to self-activation that must find practical and psychological support if we want similar initiatives to flourish.

Finally, to build scenarios from these cases of Creative Communities, we have to see designers as agents able to contribute to the sustainability-orientated social learning process (Manzini 2007) by making these social innovations desirable and practicable for broader groups of people. How can these examples become inspirational behaviour for a broader population? How can a designer contribute in this?

Creative Communities

Under the definition of Creative Communities there is a broad range of

people and initiatives dealing with ordinary life activities, from housing to eating, from commuting to working, from socialising to learning. We call them “professionals of the everyday”: run-of-the-mill people with run-of-the-mill problems, who are different because they are able to see and face these problems in an authentically “creative” way, going beyond the obviousness of dominant ideas about how such problems are “normally” resolved. In other words they are able to look at common problems from different perspectives, and change the conventional point of view: they show a non-rhetorical view of reality, a positive even cheerful attitude, and an intrinsically entrepreneurial spirit (and courage).

By doing so, they conceive and put into practice such solutions as: time banks, home nursery playgroups, car-sharing, ethical purchasing groups, producer markets, self-help groups for the elderly, shared gardens, eco-sustainable villages, vegetable gardens in parks, weblogs, co-housing, neighbourhood self management, home restaurants, local micro-logistics, community supported agriculture, tool exchange, elective communities, small producer networks...

Solutions that constitute the heritage of ideas at the origin of the scenario building exercise presented in this book.

A strategic design approach

We believe that a scenario building approach moving from the Creative Communities is basically a strategic design approach: this, for at least a few very good reasons.

One reason is that, given the need to learn to live better consuming fewer environmental resources (Manzini, in Meroni 2007) we need to introduce systemic changes in our lives, just like the radical innovations introduced on a small scale by the Creative Communities. To replicate and make them effective on a macro-scale, the first step is to build a new collective representation of reality where these solutions create a new panorama of what could be “normal, possible and everyday”.

Another reason why the Creative Communities-based scenario approach is strategic lies in the fact that what matters, in an evolutionary perspective, is the power of an idea and the fact that it can work, not its current relevance, in terms of numbers. No matter how few the people who are doing something today, if we are good enough to make it appealing and

potentially feasible, it can shape the future. According to Gregory Bateson (Bateson 1980) a small accidental fact emerging from the chaos (of the natural environment or contemporary society) can create a discontinuity and become, if it fits with a particular environment, the driver of the evolution of the system. Small phenomena can be successful and grow large and important in the future, if they are capable of creating a dynamic equilibrium between a species and its environment, just as the Creative Communities' solutions seem to be able to do. Back again to Bateson, the minimum unit of survival in evolution is never simply an individual organism, not even a species, but always species-plus-environment. Evolution is the learning of a species and learning is a process of adaptation to one's environment, a process of trial and error, of perpetual innovation, followed by the selection of what is most fitting to a particular environmental niche, and by the reproduction of those innovations which the niche can best afford. Paraphrasing the words of James Ogilvy, it is the job of strategic planners to facilitate this process of evolutionary learning through strategic conversations among many members of a community and between the community and the whole society (Ogilvy, 2002).

Another definitive reason why it is strategic to design in this perspective, is that the community is the dimension of the change: to quote the famous sentence of Margaret Mead, "Never doubt that a small group of thoughtful, committed people could change the world. Indeed, it is the only thing that ever has." Among others, one of the reasons why the community, or the dimension of "some", is the dimension of change, comes from social philosophy: elective communities (defined by interest, geography, profession or other criteria) are sufficiently larger than the individual to impose moral restraints that transcend the individual will, but still small enough to be recognised as representative of the individual interests. Through communities, even radical changes are legitimate and implemented by the individual. And this is what currently happens in the Creative Community dynamic, where a group of people breaks with the old order and moves toward the unprecedented by setting up some alternative anticipation of a possible future.

Work on the positive side

Affirming that fostering sustainability also means reinforcing the social fabric implies that designers who want to operate in such a framework have to work on the "beauty of relations"; relations among individuals, among communities, among different social bodies.

What we have learnt from the Creative Communities is that, according to a Positive Psychology approach (Seligman, Csikszentmihalyi, 2000), subjective well-being is related to a belief in interpersonal relationships:

the capacity to bring people together around an idea, to get people moving, to get together to resolve a problem, are therefore ways of building community values and also of instilling a sense of personal well-being. An attitude of this kind occurs when we stop seeing ourselves as "consumers" and discover that we are able to determine our own lives; when we make a creative use of objects in the plenitude of society, according to what Inghilleri (2003) calls "sense endowed materialism", using objects instead of being used by them.

This capacity to build positive relations, both with people and objects, can be enhanced by services designed to help people feel active and integrate with the external environment and with others, while the effort required procures a sense of well being. Working around this intrinsically positive attitude, systematically building competency also helps prevent the whole of society from losing meaning.

Risks and opportunities

To consider the designer, in such a process of collective, sustainability-orientated learning, as just a facilitator is reductive, because it means taking no account of his capabilities of imagining and influencing behaviours, conceiving visions, and bringing a professional viewpoint and experience. Actually it is more appropriate to see him as able to catalyse and orient the collective sensibility toward a shared interpretation of how the future might be, taking and elaborating the best from the present and transforming it into a paradigmatic shift for the future. Building scenarios from Creative Communities, nevertheless, is subtle and risky: the "heroes" cannot be replicated, the circumstances of certain initiatives are definitely unique and it is naïve to think that good practices can be replicated just because of a positive spirit of emulation. Good practices, to be widely adopted, must become convenient and appealing. They must fit with different tastes, capabilities and wills to do things, and even very committed people must be supported in keep up their efforts to balance individual and collective interests, while a large part of society seems to be going in another direction.

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Creative communities in Central Eastern Europe

In this short paper, we reflect on the motivations that drive people to engage in *creative communities* in the Central Eastern countries of the European Union. Without aiming to provide a comprehensive analysis, we distinguish between two basic groups of drivers. First, needs based initiatives that aim at filling the gap created in the provision of social services after the transition to capitalism. Second, initiatives that strive to implement an alternative vision of a more sustainable society. Synergy between these two driving forces is shown through the example of eco-villages.

In the second part of the paper we list and describe experience and skills that can be found in the Central Eastern region of Europe to foster the development and multiplication of creative communities that could also be seen as the basis of more sustainable local development.

Central Eastern Europe (CEE) is a region that can be defined in different ways; however, in this book this term refers to the Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Slovakia, and Slovenia, eight of the ten countries that joined the European Union in 2004.

Creative communities have existed and more are emerging in the Central Eastern European region, too. The reasons for people to join their forces and search for novel ways of performing everyday activities are just as diverse in CEE countries as in Western Europe. The most important motivations in CEE are the following:

- Finding local and customized solutions to problems and needs that are not fulfilled by mainstream society,
- Strengthening the social fabric and enhancing social inclusion,
- Solving social problems such as unemployment and the depopulation of villages,
- Ensuring better protection of the environment and a more efficient and environmentally friendly use of resources,
- Finding alternatives to capitalism and market economy, the only solutions presented after the change of regime at the end of the 1980s – beginning of 1990s.

It would be difficult to say which motivation is the most important one in the region, but it is important to emphasize that in the majority of cases creative communities do not only attempt to solve one problem, but provide an answer to several of them. In the reflections below we

examine some of the motivations that we consider important, and then provide ideas on which specific characteristics of CEE countries could be taken advantage of in promoting creative communities.

Motivations for people to engage in creative communities in CEE

***“Filling the gap”*: providing services no longer granted by the state**

Although it was greatly needed and anticipated, the transition to market economy, capitalism and democracy, bringing with it the move to decentralisation, came as quite a big shock to a large part of the population in CEE countries! The most important reason for this is that the state had to give up its paternalistic role of providing for everyone. CEE societies suddenly had to face:

- closing down of factories that resulted in unemployment as well as the closing of factory-supported nurseries and kindergartens,
- an enlarged gap between the rich and the poor,
- steep decrease in the purchasing power of salaries, and
- the privatization of welfare services.

Even based on this incredibly short introduction to the region, it is possible to understand why there was a sudden need for creative, civil society solutions to attempt to close the sudden gap in the provision of social services and the satisfaction of people’s needs.

Thus, in responding to a shortage in nurseries and kindergartens that resulted in much larger groups in remaining institutes, overburdened staff and a situation not so conducive to the development of children, in CEE countries we now have small, often family-run nurseries, kindergartens and day-care services such as those exemplified by the *Comenius Kindergartens* and *NUBLU Minilasteaed - Mini kindergarten* cases found in the region.

Furthermore, due to the state no longer being able to provide for the care of the elderly, some of the old-people’s homes had to be closed down. This, and the decrease in the purchasing power of pensions, necessitated that people get together and find solutions to help those

who do not have caring families, still an important dimension of taking care of the elderly in the region. Thus, there has been a new interest in starting senior clubs like *Omaabi-Selfhelp community* in Estonia, which provides space for the elderly to socialize, engage in creative crafts as well as sell the products made in their own shop, and also dine together for a cheap price.

An additional very important problem in the region is the combined effect of unemployment, urbanization resulting in the depopulation of villages, and the lack of employment in rural areas. These factors motivated a number of very devoted people to initiate what we call eco-village projects. Although this is closely linked to this section, it also highlights another important motivation to form creative communities, and is described below.

Finding alternatives to capitalism and market economy

Eco-villages in the region are often considered as complex solutions to a variety of problems existing in contemporary CEE society. Case examples from this research project are *The Sheep Project*¹ in Poland or the *Model Eco - Friendly Hamlet*, also in Poland. However, numerous other projects could be related, alone in Hungary we have information about more than ten eco-village initiatives. What is common to them is that they promote an environmentally friendly lifestyle including housing, work and food while attempting to overcome social problems. They offer complex solutions to various challenges present in the countryside: environmental degradation (organic agriculture and utilization of alternative energy sources), depopulation of villages (creating local jobs and attracting people from the cities), and lack of local jobs (reviving local crafts and traditions). By incorporating so many positive aims, they may serve as alternative, more sustainable approaches to local development. The *Model Eco - Friendly Hamlet*, for example, strengthens the local social fabric by involving people in various projects to save the local school and develop the village, which at the same time act against the depopulation of the village, and provide a more environmentally friendly energy source in the form of wind power.

It needs to be mentioned here that in the majority of cases the present economic and infrastructural setting is not fully conducive and supportive to eco-village initiatives. Alternative solutions to energy generation or waste water treatment are often not accepted by authorities issuing the permits. Furthermore, for people living in the country more flexible forms of employment would be needed so that they can engage in creative communities work as well as look after their households and smallholdings. As a result of these challenges, the initiatives are fairly often struggling to “stay alive” and rely heavily on devoted “heroes”, national and European Union funding, and also on volunteer work.

CEE characteristics that can be built upon in promoting creative communities

Experience in being parts of groups

In the past regime, ruling communist parties in CEE countries organised all kinds of group activities, and, in fact, greatly encouraged participation in various communal events *within the realms of the party*. As a result, people were involved in youth groups, belonged to the local housekeepers' association, took part in local clean-ups, tree-plantings, party festivals, helped their children to collect waste separately, attended clubs for seniors and participated in neighbourhood watch schemes and in numerous other collective activities. So, we can say that the communist party tried its best to include everyone in some kind of a group, each of which had quite a full and varied schedule of activities (Buchowski, 1996).

This has both a negative and a positive impact on the formation of creative communities. To begin with the former, it needs to be mentioned that after the transition, groups and communities began to be associated with the old regime, thus getting rid of them was often felt like a move in the “right” direction.

At the same time, a large number of people had a very positive experience of belonging to and being active in groups, which they started missing after the transition. This experience and positive memories could be taken advantage of in presenting newly emerging creative communities to CEE societies.

Furthermore, it needs to be remembered that although independent and politically active civil society was largely missing from life under the communist rule, people were active in extended kin groups and informal interest groups. These were a necessary part of survival in the “economy of permanent shortage” (Buchowski, 1996). In these groups, people often shared cars, tools, and assisted one another in house building, gardening or animal husbandry; a lot of which activities are still remaining.

More human infrastructure still remaining

Owing to their different past, societies in the CEE region, similarly to the Global South, still have more “human infrastructure” to rely on. Thus, families often take care of their elderly, members help one another to look after children, and often even physically or mentally challenged family members continue living within the family. This means that at the moment creative communities like *Aquarius- Social elderly community of age 55+* (Ferge, Zs., 2001) that offer novel ways of facing the challenges of old age through creating a community of elderly who take care of one another, may not be so relevant.

Concurrently, the number of pensioners in CEE countries has been rapidly increasing since the change of regime, and families, following the trend in

¹ *The Sheep Project, carried on in Nowy Sącz (Polonia) from May 2003 till January 2007, aimed at limiting the effects of unemployment in village areas through creating shepherding self-employment and places of work in shepherding homesteads.*

Western Europe, are becoming more nuclear, so similar solutions to that presented by *Aquarius* might become necessary. However, it would be possible to take advantage of the still remaining readiness in families to look after their elderly, and think of an “extended *Aquarius*” for the CEE region. Through various kinds of incentives, family members could be encouraged to stay close to the elderly and be involved in care-taking. Vice versa, the elderly could help in supervising and even teaching children as well as gardening or household duties. This way a healthy mixing and skills exchange between generations could be facilitated.

Consuming local products

Consuming local or at least regional products was encouraged in the past regime to reduce dependence on imports from outside the socialist block. This movement gained new momentum in the globalizing world. Its aim now is the protection of local jobs and local products through buying them instead of imported ones. This can even be said to be a mainstream movement with a specific logo in Hungary, for example, for products made in the country.

Another characteristic is the tradition to buy local fruits and vegetables at the local market. This, of course, is weakening with the increasing popularity of hypermarkets. But in the fairly recent past, for example, in Hungary, each village and town held a market at least once a week on Saturday where local people came to sell their produce and thus supplemented their income. The market was the place where village as well as town people purchased their weekly supply of fresh local vegetables and fruits.

However, with the change of economic system, the increasing popularity of supermarket shopping and more stringent EU legislation for markets (regarding food safety, hygiene and market operation), a great number of the markets needed to be closed down. This way, small growers were forced out of the market or now need to travel long distances to be able to sell their produce. Thus, initiatives such as *Biomercatino*², *Chmielnik Zdroj Ltd - Alfred Food and Drink Delivery*³, *Ökoshaver Eco-pantry*⁴, *Natural Food-system near the Road*⁵, aiming to assist small growers and connect them with consumers in urban areas are very important, popular in the region, and can greatly contribute to nurturing local traditions, livelihoods and diversity.

As this tradition is still fairly strong in the CEE region, there is great potential for strengthening and improving already existing initiatives with ideas from Western European cases such as the *Local food Link Van group* that organizes growers into a common marketing and delivery group, or *The Cream o'Galloway Dairy Farm*, which turns the dairy farm into a local tourist and educational attraction by opening it to customers and other interested people.

Culture of reuse and recycling

Recycling and reuse on the household scale has a long and strong tradition in CEE, partly due to the “economy of permanent shortage” before the transition, which we already mentioned above. People are reluctant to throw their things away; they can always find a new use for old objects, give them to their neighbours or get rid of them at the annual junk-clearance organized by municipal governments. On the junk-clearance days, people put their unwanted objects, furniture, clothes, bicycles, etc. on the street and before the municipal government collects them anyone can come and take them away for free. This practice and the strong tradition of reuse can explain why initiatives teaching people new ways of reuse and recycling such as *Mööblikom - furniture re-design studio*⁶ or *Materjalid.net*⁷ in Estonia are widespread.

Existing infrastructure

The most significant type of infrastructure that needs to be mentioned is the good public transport networks in CEE countries that were designed to reach the remotest villages. However, with most of the attention, including financial resources now drawn to road and motorway building, they are quickly deteriorating. Whereas their maintenance and upgrading could greatly contribute to social inclusion through making it possible for people in remote villages to travel to jobs in their area since the majority of them cannot afford to own cars. This may not reduce the need for bicycle associations, mobile bicycle repairmen, car sharing or walking bus initiatives overwhelmingly in urban areas, but especially from the point of view of reducing pressure on the environment, public transport networks should be kept in the focus of mobility oriented solutions.

Conclusions

In summary, the most important conclusion to draw is that in the new CEE member states of the European Union there is plenty of experience and skills to build on in a move to promote creative communities, a participatory welfare society and sustainable local development. At the same time, as this region is moving rapidly towards the mainstream Western European way of living and consuming as well as becoming globalized, these experience and skills are becoming lost and forgotten. Thus, there is a rather urgent need to strengthen what still exists and to provide people with positive examples from the west that could be easily adapted to CEE circumstances and local needs. The fact that CEE countries still have or at least remember the patterns of life that Western societies are re-learning and re-discovering is something that should be valued and protected.

² *Through Biomercatino (Milan, Italy) organising organic food street markets, people living in a town can have access to high-quality organic food directly from producers, without using mass retailing.*

³ *Chmielnik Zdroj Ltd (Poland) delivers fresh mineral water and organic food to home for a reasonable price, and helps small quality-food producers selling and delivering directly to consumers.*

⁴ *Ökoshaver Eco-pantry (Tallinn, Estonia) sells certified organic food via different services and channels, and helps people to adopt an ecologically pure and healthy lifestyle.*

⁵ *Through Natural Food-system near the Road (Estonia), people living in the city get in touch with a farm and provide themselves with high-quality natural food.*

⁶ *Mööblikom is a shop in Tallinn (Estonia) where people bring their old furniture to be given a new look and find a new owner.*

⁷ *Materjalid.net (Tallinn, Estonia) is a project that teaches people about old and used materials so that they can be re-used, enriching the new environment.*

Meanwhile, new patterns such as car sharing, solidarity purchasing and shared housing could be introduced and presented as alternatives to consumer society. In doing so, it needs to be born in mind that both parts of the European Union have valuable experiences, production and consumption patterns as well as skills to offer one another, and these could be taken advantage in more and better ways.

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ⁱ The countries of the CEE region all belonged to the so-called socialist block, which means that they all had centrally planned economic, political as well as welfare systems. Out of the three actors usually considered in the provision of welfare (Esping, 2002) - the market, the family and the state - in the socialist countries most of the responsibility rested on the state. The state, rather exceptionally:

assured complete employment;

- provided for free education for all including nursery, kindergarten care and education to allow the employment of women;
- provided for a social as well as health care system that was freely available for everyone, and tried its best to assure that everyone was included in society and had access to the provisions of the welfare system; and
- through subsidies kept the prices of products and services low, making them available for the majority of the population.

In this system, of course, one could find examples of exclusion, there were differences between the rich and the poor; however, compared to the differences existing in capitalist societies today, they were less pronounced.

In the background, however, there was mounting pressure on the environment as it was viewed as a resource freely available for exploitation, and neither the material nor the energy efficiency of production were priority issues. Additionally, full employment, free education for all, well planned and cheap public transport systems as well as a good quality social and health care system were very expensive to maintain. These, together with the increasing number of people demanding more political freedom, the freedom of speech and the freedom to self-organise, necessitated a change that took place in the late 1980s and early 1990s (Ferge, 2001, Frigyesi and Kapolyi, 2005).

Creative Communities: Their role and impact on welfare and development

In this reflection, we explore whether the idea of new social enterprise as exhibited by creative communities in Europe is meaningful in emerging countries. In doing so, we consider the phenomenon of distributed social enterprise and its implications in terms of welfare, models of production and consumption and participatory democracy.

In the Global South¹, as in Eastern Europe, growing income inequalities and a new pattern of economic growth, coupled with poverty is predicted to prevail on a larger scale than in the history of consumer societies in North America and Western Europe. According to some critics, this scenario takes place within the context of dual development (Charkiewicz, Bennekom and Young 2001). This is where profit-making activities, such as those in export processing zones, function as bubbles within the host country's economy, with few linkages to the local economy that might spur wider economic development.

In this respect, the type of social enterprise visible among the *creative communities* is a promising signal of the importance of localised systems of production and consumption in the context of development. It should be noted that here, we are not advocating for purely localised systems of production and consumption, but rather, that such localised systems have a role to play in the sustainability discourse, and deserve more attention. In particular, despite being relatively weak signals these promising cases have served to offer a new perspective on quality of life ideals being pursued in the modern age. These include new types of social organisation beyond the traditional nuclear family, increased solidarity among producers and consumers, as well as more human-centric values and ideals relating to consumption behaviour. In assessing how these cases of social innovation might have relevance to a wider geographic scope, we considered in particular, those countries with emerging economies such as India, China and Brazil. These countries appear to currently face growth trajectories that include the crises of sustainability associated with dual development. We also explore a series of questions that discuss the issue considering distributed social enterprise and its implications in terms of welfare, models of production and consumption and participatory democracy in these emerging economies.

Why should the grassroots and localised features of creative communities be emphasised?

Within emerging economies, it is clear that previous systems of transplanting Western - style solutions to development problems of the South have taken a heavy toll. For instance, in some areas, knowledge on how to produce food without pesticides, which seeds to plant to minimize losses or as an insurance against drought, and how to save food until the next harvest, has been lost. However, at the same time, in other areas sustainable patterns are still a major source of livelihoods.

These livelihoods, particularly those involved with the agricultural sector, are now forged at the contested interface of traditional systems and new patterns of socio-economic change, eliciting social responses that are aimed to preserve traditional systems and promote democratic debate. Examples of such responses include the *Seed Sovereignty Movement*ⁱⁱ in India pioneered by the Navdanya organisation. Seed saving began in response to the crisis where community organizers and farmers realized that conservation of agricultural biodiversity is impossible without the participation of the communities who have evolved and protected the plants and animals that form the basis of sustainable agriculture. Navdanya's efforts have resulted in the conservation of more than 2000 rice varieties from all over the country including indigenous rice varieties that have been adapted over centuries to meet different ecological demands. They have also conserved 31 varieties of wheat and hundreds of millets, pseudocereals, pulses, oilseeds, vegetables and multipurpose plant species including medicinal plants. Such actions show that people's participation in the governance of development processes, and the recognition of the complexity and diversity of local socio-economic contexts and local environments need to be taken into account. To this, should be added that not only existing approaches be tailored, but there should also be a space created for communities to establish their own priorities, and to recover and adapt historically established local production-consumption systems to fit modern life (Charkiewicz, Bennekom and Young 2001). Instead of a one-size-fits-all format that has plagued global development activities for decades, more diverse and autonomous approaches are needed to achieve sustainable consumption

and production patterns on a global scale.

Why are localised solutions relevant for poverty alleviation?

Through a macro-level emphasis on global trade markets in the context of sustainable development, opportunities are missed to reduce and prevent poverty by way of protecting existing local markets and sustainable production for local needs, in particular for resource poor communities. Re-generation and adaptation of local sustainable production and consumption systems, as well as protection and recovery of local knowledge could help to meet local needs and to alleviate and prevent poverty with minimized social and environmental pressures. Evidence for these claims were uncovered in a project on advancing sustainable consumption in Asia led by United Nation Environmental Program, with Consumers International as a partner. Despite not being a typically bottom up innovation, the *One Village One Product Campaign* in Thailand is a good example in this regard. The purpose of this campaign was to utilise locally available resources in order to produce goods that are acceptable and desirable internationally. Through this campaign, the Thai government has been promoting local industry through the manufacturing of attractive special products based on the abundant native culture, tradition and nature. The *One Tambon One Product* (OTOP) is so called because the target area is the Thai administrative unit called *Tambon*, which is the equivalent of village or town in English. Important features of OTOP include:

- A comprehensive database system, which accommodates necessary product information from every Tambon in Thailand.
- National and international marketing and promotion of local Thai products for every Tambon, and to facilitate the buy-and-sell procedure.
- To bring Internet technology to villages as the starting point of the Tambon Internet Project.
- To help encourage and promote tourism in Thailand down to the Tambon level thereby facilitating income distribution to rural people.
- To help rural people to exchange information, ideas, and to improve communication across various Tambons.

A reflection of the level of success of OTOP can be seen in the number of products in different categories that has been developed at the local level. More than 2600 products have been developed in nine product categories including handicraft, food, chemicals, toys, sporting goods, fashion and agricultural productsⁱⁱⁱ.

Therefore, pro-local sustainable production-consumption will also provide opportunities for income generation in parallel with income from jobs in global production, which are affected by the volatility of the global market (Charkiewicz, Bennekom and Young 2001).

Would it be possible to reproduce European experiences such as the creative communities?

As noted earlier, the transfer of innovative technology, such as the findings from creative communities from Europe to emerging countries has to be sensitive to social, cultural and economic differences and be based on local priorities and feasibility. The stories of the creative communities detected in Europe are in some cases replicable. However, since the main characteristics of these cases is their spontaneous nature and their independence from external inputs, care should also be given to studying creative communities within the emerging countries themselves. Furthermore, key features of European creative communities cases such as the desire to do something good for the environment or for society would have to find different reasons to be set up in the emerging countries' context. In particular, levels of interest in and awareness of the natural environment is rather low, both among poor people - who have other priorities such as securing access to basic needs - and between wealthier people who have only recently begun to realize the impact of their lifestyles on the environment. Even so, affluent groups mostly consider environmental concerns as frivolous and as an obstacle to the growth of their society.

What are local priorities and main needs to promote sustainable initiatives in emerging countries?

In emerging economies, consumer priorities and lifestyles differ among resource poor communities and affluent communities. In general, they also differ from European and Western consumers due to differences in social safety nets, and overall quality of life. As noted in both European and emerging economy contexts, creative communities will create initiatives in accordance with local needs. Therefore, based on key trends and motivations in emerging countries, where a higher degree of social interdependence is visible, projects for social integration might be less necessary, whereas initiatives aiming to promote materials sharing might spread more quickly.

Which communities should be targeted?

In emerging countries, consumption and production patterns are vastly different between the rural and urban contexts, and to a much greater degree than is evident in Europe. Another important factor is the widening gap between a middle class that is more and more oriented towards a more individualistic consumption and a functionally oriented society model on one hand, and urban poor and rural communities that are still

- out of necessity and cultural values - linked to intra-solidarity models on the other. Therefore, many of the enabling technologies identified from the European promising cases, are far more relevant for middle classes in urban communities who have a higher rate of access to such technological platforms. Nonetheless creative solutions and communities that intrinsically involve an empowerment element could provide help to poorer groups, who especially have to cope with a different pace of life and social change processes evident through the evolution of globalization. Any possibilities for fostering experiential learning between emerging and European creative communities must account for differences in human, financial and material infrastructure; differences in value systems, particularly along individualistic and collective dimensions, as well as consumer demands rooted in access versus affluence.

How should creative communities in emerging economies integrate technology innovation?

It appears that technologies proposed in the European scenarios (co-operating, synchronizing, personalizing, tracking and tracing, sharing, ranking, quality assurance, privacy guaranteeing, logistics, sheltering/incubating and paying) could be applicable and adaptable to local lifestyles in emerging economy countries. However, apart from some exceptions in urbanized situations, the present infrastructure systems are not always adapted to such technological advances.

Presently, the low consumption levels particularly in the high-tech sector in resource poor communities make their ecological footprint low. As a starting point, any introduction of technology will have to be coupled with an impact assessment, especially to consider the appropriateness of the technology for the community. In addition, this process will have to consider any needs for infrastructure and the policy environment, for instance to ensure the responsible use of appropriate technologies, and a safe and environmentally sound waste management system.

Raising awareness among consumers through adapted tools and governmental policies

Environmental impacts due to over-consumption or unsustainable-consumption are less understood and taken into account in emerging countries. The creation of creative “sustainable” communities requires a considerable awareness raising effort. In addition, the policy context at the local and national levels should favour consumers’ awareness and understanding of environmental and social concerns. In this sense, the experiences of European communities and the European policy context

could prove valuable for communities in emerging countries.

The transferability of European sustainable solutions

In this section, we aim to highlight examples from the European promising cases in order to contextualise the points we have made above. In these examples of European creative communities, we flag the sustainable solutions that we think could be replicated in emerging economies (or where some form of a similar solution already exists). We also indicate cases that are not likely to have the cultural and infrastructure basis for replication in the emerging economy context.

The analysis made by UNEP and CI on the promising cases was based on a series of qualitative criteria such as:

- Is there any concrete benefit for emerging economy communities beyond the environmental or ethical ones?
- Does the case/service idea represent a complete novelty in developing countries?
- If the creative solution already exists, what are the drivers? Are they needs, tradition or genuine social creativity, as is defined within this research?
- Is the action something that would require a complete social or cultural shift? What could be some of the costs and benefits associated with such shifts?
- What would be/are the reasons for people to accept the service idea model and would these drivers be strong enough to support a society to self-organise around the service idea?
- Does it apply to urban middle class, to rural poor or to urban poor?
- Is the necessary infrastructure there to support the service idea?
- Is there a demand for such a service idea/scheme?

Cases promoting sustainable environmental practices at a local level are highly replicable

Projects initiated by communities to encourage eco-friendly practices and building in cities or villages are to be considered with great interest. These include the *Findhorn, eco-village*¹ (UK) and *De Kersentuin - Sustainable Housing and Living*² (The Netherlands). In emerging countries, urban management is often very poor and involving citizens could be a good way to initiate much needed improvements to a city’s/ village’s environmental performance. Projects such as *Cream o’Galloway Dairy Farm*³ are a good way to raise awareness of consumers on environmental issues like waste, energy and water management. Similar initiatives already exist in developing countries around the world, like in China, Sri Lanka, Peru or Mexico and have shown to be successful experiences. In relation to service ideas these could be oriented towards

¹ *Findhorn Eco Village (Scotland) is a sustainable community, integrated into the natural environment by combining local organic food production, ecological building, energy systems, and cooperative and social economies.*

² *De Kersentuin is an environmentally, socially and economically sustainable community in the city of Utrecht (The Netherlands), founded and developed by the inhabitants themselves.*

³ *Cream o’ Galloway Dairy Farm is an organic dairy farm in Southern Scotland which produces a small quantity of high-quality organic products, with the aim of increasing biodiversity and enhancing visitors’ experience.*

enabling technologies for sustainable tourism, which could provide the necessary financial support needed to maintain these villages. **It should be noted that sustainable development initiatives do not always try to involve new technologies, but rather to use traditional technologies for new purposes.** Aside from tourism, traditional artisans are also organized into cooperatives so they can sell traditional products. In emerging countries some “communal/indigenous” villages are set up for tourism purposes but these can be controversial given the political issues of the rights of indigenous people, particularly in terms of land access and ownership. In some cases, initiatives such as eco-tourism camps and eco-villages are more oriented to attracting ethically oriented tourists from affluent communities as a means to generate income. In other cases such as *Auroville*⁴ in India, they are a genuine attempt to create an ethical and cooperative community. While such initiatives benefit the indigenous communities because of tourist dollars, they do pose some ethical problems. In particular, there is a danger of viewing indigenous communities as having a static local culture, and integration into mainstream society is discouraged, thereby limiting the possibilities for development (particularly for youth). Also, if such villages do not integrate environmental and biodiversity management, their long-term sustainability might be hindered. Aside from taking into account such ethical constraints, in any cross-learning between European and emerging country communities, the size of the village should be considered. Smaller villages in semi rural and rural areas have most chances to initiate such projects. In addition, in Europe, usually the models of Eco-villages rest on a minimally or non-hierarchical social structure where everyone has to work equally. This concept is not necessarily transferable to societies with a fixed hierarchical social structure and where social roles are typically ascribed through gender, age and other social determinants.

Different needs and different cultures

In European creative communities, there appears to be an awareness of the limitations of individualistic oriented lifestyles prevalent as part of the modern postindustrial era. In this respect, cases of social innovation were geared toward increasing community solidarity. These include the *Aquarius - Social elderly community of age 55+*⁵ and *Omaabi - Self help community*⁶ case examples. However, human infrastructure and collective responses to social problems remain fairly high in the context of emerging economy countries. Here, different cultural traditions and lifestyles mean that such solidarity models would not be needed in the same way, or even considered innovative. A similar issue arises from the solution proposed by *Cafezoide - Playground cafe*⁷. Such initiatives aiming to promote a more interdependent society with community space for adults and children and to help for a better integration

into the society would therefore not be a priority. Human infrastructures tend to work by themselves and might not need further support. In these respects, promoting the exchange of experiences from emerging countries to European communities could be an important signal to emerging countries of the intrinsic value of existing sustainable social networks. It is also important to consider how existing strengths in human infrastructure from emerging countries are being weakened in the urban context, and what communications could be initiated to maintain their value.

Conclusion

To conclude, we have tried to reflect on the promising cases as evidence to show that considerable efforts to fight poverty and foster sustainable development can occur at the community rather than the global level. We have also given some thought to the potential of promising cases of European social innovation in addressing the needs of more resource poor communities of emerging countries, and have raised some important cautions in this respect. According to the Northern Alliance for Sustainability, *community enterprise*^{iv} [such as those shown in the promising European cases] is value driven and should:

- Encourage and support people to take responsibility for the renewal of their own communities
- Stand for accountability to local people, as well as collective action and partnership.
- Recognize the diversity that exists within communities and regard this as a source of strength
- Value sustainable regeneration, which addresses the economic, environmental and social needs of a community, and which involves the creation of wealth for communities by communities.

Keeping these ideals in mind, a positive next step would be for European communities to systematically work with creative communities in emerging countries to engage in experiential cross-learning. Such a process would be effective in uncovering promising cases of social innovation in non-European contexts, as well as help to build the case of the immense value of local communities in achieving the goals of sustainable global production and consumption patterns.

References

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- ^{iv} ANPED, Northern Alliance for Sustainability. March 2005. *Social and community enterprise: a European perspective*. P.5

⁴ *Auroville*, located near Pondicherry in South India is new city created in the 60's as a project of universal township hosting a population coming from around the world with the purpose to realise human unity.

⁵ *Aquarius* (Eindhoven, The Netherlands) is an association of people over 55, living in a resource-sharing community which is suited to their diverse needs and lifestyles.

⁶ *Omaabi* is a self-help community of elderly retired people that runs a shop and a little diner in Tallinn (Estonia), providing opportunities to socialise, sell home-made handicrafts and eat out for the lowest prices in town.

⁷ *Café Zoide*, in Paris, is a combination of a neighbourhood workshop and a café, independent from the school system, providing surroundings which are both liberating and educational.

Social enterprises in modern welfare societies: A bottom-up perspective

The promising cases collected in the research might be regarded as signals of optimism and of belief in human potential. Their common denominator is concern. Citizens oppose apathy and indifference and try to take more active roles in shaping their surroundings. The initiatives are generally justified by their intrinsic benefits; they solve immediate problems or they express the ideals and values of their promoters and participants. Here, however, we wish to analyse them theoretically, in order to arrive at slightly more general understandings of the phenomenon as well as to assess their potential for facilitating change in society at large. How does micro sustainability relate to macro sustainability?

Social innovations

The main focus of the research project is sustainable innovation, with sustainability taken as a very wide concept covering social, cultural, environmental and economic aspects. We have searched for bottom-up initiatives from smaller groups or networks of individuals and from NGOs, highlighting cases that represent alternatives to the perceived mainstream development of modern societies. Further, we have been looking for initiatives that might potentially develop into future mainstream solutions. The aim of the chapter is to provide a theoretically informed description and analysis of such bottom-up innovations. Cases are used as examples and we present a set of theoretical dimensions that enables us to connect the more or less isolated cases of social enterprise to important issues in the general debates over modern welfare states.

Cases collected for the research project are drawn from a larger pool of experiments and initiatives that young observers from all over Europe have found interesting. The predefined main criteria for inclusion were:

- Social aspects (not technical solutions)
- Innovative solutions (at least in the actual country)
- Bottom-up initiatives
- Sustainability (economic, social, cultural, environmental)

We presuppose that the cases are initiated as social enterprises by creative communities consisting mainly of individuals from the “new”

middle classes. The more general ideological orientation of this segment actually means that even the (perceived) environmental status of the cases has to be considered as a sociological dimension, via the actors’ motives. The focus on bottom-up initiatives largely locates the impetus outside governments and large corporations. But even when a number of the most promising cases are rooted in third sector concern and initiative, the daily running of the activities often utilize a financial mix where municipal or government funding and more or less charity based business contributions combine with small scale dealing in handicrafts and cafeteria services, unpaid work and private funding.

Regarding actors’ motives, we have identified two main “drivers” of social enterprises. On the one hand we see cases aimed at specific and immediate practical problems; on the other we include more ideological and utopian projects. For a large number of cases this division between citizens’ needs and wants is meaningful. Even when actual projects quickly transcend the original impulse. Like when you let your kids join a *Andiamo a scuola da soli – Walking bus* because they need safe transport to and from school and you recognise a number of unintended added benefits, concerning health, the environment, the social fabric etc.

Dimensions of social change within the promising cases

For the more general and sociological analysis of the cases, we have identified seven dimensions or categories. These dimensions aim at specifying what sectors or activities of society the initiatives react to or seek to improve on. Most of the cases will probably appear to be rather multi dimensional, but we try to exemplify with the most obvious one.

- Inclusion of marginal groups
- Rethinking extended houses
- New solidarity between producers and consumers
- Bridges between rural and urban communities
- Rethinking urbanity
- New collective behaviour
- Rethinking consumption patterns and levels

A complementary list of the mainstream trends that these cases and initiatives react to might be social exclusion, restricted quality of life

¹ *Työ & Toimint* is an association in Helsinki (Finland) which provides work for unemployed, rehabilitated, immigrant and/or disabled people, and promotes the policy of sustainable development, for example by increasing the life cycle of consumer goods.

² *Omaabi* is a self-help community of elderly retired people that runs a shop and a little diner in Tallinn (Estonia), providing opportunities to socialise, sell home-made handicrafts and eat out for the lowest prices in town.

³ *The Coach House Trust* is a non-profit organisation in Glasgow (UK) that seeks to challenge the economic and social exclusion of adults with mental health problems, recovering from addiction or with learning difficulties who find it difficult to find and keep a job.

⁴ *Café Zoïde*, in Paris (France), is a combination of a neighbourhood workshop and a café, independent from the school system but providing educational yet liberating surroundings for children.

⁵ *Ayrshire LETS* is a community in Ayrshire (UK) based on the mutual exchange of services and skills among the members, where innovative forms of trading (from gift wrapping to plumbing) between individuals and community businesses are encouraged.

⁶ *Prendi a casa uno studente* is an intergenerational house sharing in Milan (Italy), which helps students find cheap, family-style accommodation, while giving lonely but independent elders help, companionship and financial support.

⁷ *Huiskamerrestaurant Schuif's Aan* is a collaborative service led in Oosterhout (The Netherlands), through which people who love cooking use their skills to cook for a larger group, enabling at the same time people to get a cheap dinner in a home setting.

⁸ *Nublu mini kindergarten* is a family childcare business in Tabasalu (Estonia), which aims to create a pleasant place for children to visit and stay: children can be picked up from their homes and they are treated as individuals and according to their individual characters.

due to isolation of individuals and families in small self sufficient dwellings, too much emphasis on simple provider-customer relations, alienation from nature, problems of urban crime and pollution and perceived over-consumption. At a more general cultural level a number of them also are aesthetic reactions to ugly surroundings; initiatives to enhance beauty and harmony.

Inclusion of marginal groups

Aquarius - Social elderly community of age 55+ is mainly an example of social inclusion. It is social community of older people, established in 1990 by a creative community in Eindhoven, The Netherlands. Participants have their own private home and garden, but they also use a communal space and a large communal garden. There is a committee to organise the community. In many ways *Aquarius* seems like a perfect solution to the situation for elderly people. *Aquarius* is the institution where one would wish to live in retirement age and a place where one would like to see ones parents living as well. At home many elderly are lonely and they feel insecure. At the large institutions they can also feel loneliness and they surely experience limited degrees of freedom. We see two main advantages with the *Aquarius* model. It is an ideal combination of privacy and collectivism, and an excellent solution to ageing problems.

Cases initiated mainly to achieve inclusion should probably be seen as reactions to social trends that tend to isolate and “atomize” individuals. A successful reintegration of marginalised persons is perceived as an important element in general social quality. Other promising cases working on this dimension might be *Työ & Toiminta* - Job and Action Association¹, the *Omaabi* - Selfhelp community², the *Coach House Trust*³ and the *Cafezoïde* - Playground café⁴. But even a project like *Ayrshire LETS* (Local Exchange Trading System)⁵ has strong elements of inclusion, active participation and tighter social fabric.

In the social inclusion initiatives, we notice three different models of agency. In *Aquarius* resourceful persons engage in improving their own living conditions by going beyond what the welfare state normally will be able to offer. In *Omaabi* marginal persons (marginality mainly caused by poverty) organise in order to protect themselves, while the *Coach House Trust* is mainly characterised by resourceful idealists who engage for improving the conditions of others. These three approaches to marginality are all valid reactions to some of the shortcomings of state social security and protection against an anarchic economy, even when social and economical conditions are very varied. All of them might be elements in a developing new active concept of welfare through citizen participation.

Rethinking extended houses

Nidi in Casa - Nurseries at home, Milan, Italy is a flexible and customized home nursery for small groups of children under three years of age, and an example of the *extended house* dimension. They give alternatives for families who are unable to find a place in existing nurseries, and they provide job opportunities, not least for immigrant women. The municipality promotes the service. Added benefits would be interaction and socializing for children. The service is promoted by the Municipality of San Donato Milanese and provided by a cooperative that offers professional infancy care to small groups of 2-3 children under 3 years old.

Nursery at home is mainly a response to a present lack of other forms of childcare. In northern Europe it would probably be regarded as a backward step, compared with offering a sufficient number of places in ordinary nurseries. Home nurseries will however increase the flexibility for families with small children.

The main drivers behind extended house initiatives are limited living space, reducing living costs by using the economics of scale and the more general pleasure of cooperation and interaction. To a certain degree they also exemplify a kind of transition from products to services. Cases partly defined by this dimension are *Prendi a casa uno studente* - Lodge a student at home⁶, the *Huiskamerrestaurant Schuif's Aan* - Living Room Restaurant⁷ and the *NUBLU Minilasteaed* - Mini kindergarten⁸.

New solidarity between producers and consumers

GAS Gruppo d'Acquisto Solidale - Group purchasing organisation an example of the *new solidarity movement*. GAS is an informal grassroots organisation of people with similar needs and values in terms of purchasing products that don't violate human rights and the environment.

Bridges between rural and urban communities

Attempts at rebuilding a more direct link between urban and rural communities is one of the strongest tendencies in the research project material. The motives vary from one case to another; we find practical, economic, environmental and political argumentation behind the actions. Some of the cases try to solve an urgent problem, others have a more long-term vision.

GemüseKiste - Vegetable Box is a social enterprise in Germany that weekly delivers a box of vegetables and fruits. The interesting sociological aspect of these boxes is that they create a new distributional channel between producers of agricultural products and consumers. If you want to support local and/or organic production you have to challenge the existing distribution system. In addition consumers learn a lot of how and when the various agricultural products are produced, and even how they can be consumed in new ways. A lot of the cases related to eating

are relevant here; like the Cream o'Galloway⁹ dairy farm and the Local Food Link Van Group¹⁰ in Scotland and the Ökosahver - Eco-pantry¹¹ in Estonia as well as others.

Rethinking urbanity

Urbanisation is a common worldwide trend that has been in evidence for centuries. We have taken note of two alternative rethinking urbanity trends among the promising cases. One is linked to recreation areas in the cities, another to the traffic in cities.

Jardin Nomade - Nomadic Garden is in a quiet residential part of Paris, situated between two busy streets to the East of the Bastille. On the initiative of local residents, the Jardin Nomade was developed as a community garden, built on a 270m² site, abandoned for almost a decade. Daily care and cultivation of the vegetable garden is undertaken by local residents & families and local schools provide environmental education activities for the children. The Jardin Nomade transformed an insalubrious abandoned plot into an open, healthy, shared community garden, offering a free and open space where locals of all age groups can meet and share this project.

MCS - Milano Car Sharing is a self-service rent-a-car-system for members living in the city. It is a relatively cheap and easy car access solution for people driving less than 10 000 km per year. The users book cars in advance. The motivation for participation in this car sharing system is multidimensional. It saves time, money and reduces the everyday stress. It may reduce the pressure on the road system as a whole and reduces local pollution as well as greenhouse gas emissions. If you plan your travelling, you can use the car when you really need it. You have the advantages of both owning a car, and the advantages of not taking care of the vehicle in your everyday life.

In an integrated mobility, car sharing is an interesting alternative. Especially the combination of collective transport by train, tram, metro and buses on the one hand and bicycle and shared cars on the other represent an interesting model for the future. Within this perspective car sharing definitely contributes to the rethinking of modern urbanity. The vast number of cases involving the bicycle (like +BC Cycling Association¹², the Bicycle Flea Market¹³, the Mobiele Fietsenmaker - Mobile Bicycle Repairman¹⁴ and others), as well as the “soft” solution in Andiamo a scuola da soli - Walking bus¹⁵ shows that alternative mobility is at the centre of citizens' concern for urban renewal.

New Collective Behaviour

Model Eco - Friendly Hamlet in Poland is an example of the new collective behaviour: This eco-village was established by a grassroots movement in Zawoja Przyslop in Poland, in order to revitalise the city, protect the school and contribute to the social, economic and environmental development in the area. The people involved in the

project lived in the area; they didn't move to create a dream village in another place. They had to deal with the existing framework, institutions and people. This is probably the most innovative aspects of this eco-village, even though they also have to meet special challenges because the city was not designed as an eco-village.

This is a multi-dimensional project with benefits for the participants along various dimensions:

- Socially by high degree of involvement.
 - Educationally by revitalisation of the school
 - Environmentally by energy production
- Other initiatives in this new collective behaviour direction might be De Kersentuin - Sustainable Housing and Living⁶ in Utrecht and the Findhorn Ecovillage¹⁶ in Scotland.

Rethinking consumption patterns and levels

Ayrshire LETS (Local Exchange Trading System), Scotland represents the rethinking consumption pattern in this overview. Introduction of a “local” currency - thistles - make it possible for members to exchange goods and services to the large benefit of members. This is a typical LETS scheme, of which there are 18 in Scotland. They encourage innovative forms of trading between individuals and community businesses, reduce banking and interest charges, and provide community projects with access to low interest capital. The original project started as early as 1976, when members of “friends of the earth” decided to start a LETS scheme in Ayr. Today they have 40 members. This is truly a grassroots initiative, if you have something to contribute. It is easy to become a new member. It strengthens the social fabric through knowledge, skills and experiences. It is a challenge that within small communities it could be difficult to find members with skills and goods that are relevant for your needs and wants. Other cases that are relevant in this consumption pattern/level dimension are: the Mööblikom – Furniture re-designing studio¹⁸ and the Materjalid-net – Used construction material recycling¹⁹ in Estonia or the German Buchticket – Book Exchange²⁰.

Main characteristics of the social enterprise

We employ a rather broad definition of welfare here. Welfare is not only linked to social and health issues, but includes all provisions designed to satisfy consumer needs and wants; both in a short-term and long-term perspective. This means that household economy, distribution of goods and services, cultural production and consumption, transport and mobility, as well as environmental challenges are contained in the concept. Building on this, we emphasise the following elements of the social enterprise:

- The new social enterprise is primarily based on bottom-up initiatives, mostly at the local level

⁹ Cream o' Galloway Dairy Farm is an organic dairy farm in Southern Scotland which produces a small quantity of high-quality organic products, with the aim of increasing biodiversity and enhancing visitors' experience.

¹⁰ Local Food Link Van Group in Skye (Scotland) is an association of producers, retailers and consumers with an interest in promoting fresh and locally produced food, which is delivered to home for a reasonable price, while helping small producers of quality food sell and deliver directly.

¹¹ Ökosahver Eco-pantry in Tallin (Estonia) sells certified organic food via different services and channels, and helps people to adopt an ecologically pure and healthy lifestyle.

¹² +BC in San Donato Milanese (Italy) is an association of bicycle experts and enthusiasts who encourage the culture of cycling in the city by supplying services like, for example, hiring second-hand bicycles.

¹³ The Bicycle Flea Market in Turku (Finland) repairs and resells donated bicycles. It is run by volunteers, mostly unemployed, who are willing to work for the common good, and want to maintain their repair skills.

¹⁴ Mobiele Fietsenmaker is a service in Brunssum (The Netherlands) which gives cyclists easier access to bicycle repairs, because a bicycle repair man visits clients at home and fixes their bike instantly.

¹⁵ Andiamo a scuola da soli - The walking bus is a collaborative service in Milan (Italy) which encourages children to walk to and from school in the safety of a group under supervision of one or more adults.

¹⁶ De Kersentuin is an environmentally, socially and economically sustainable community in the city of Utrecht (The Netherlands), founded and developed by the inhabitants themselves.

¹⁷ Findhorn Eco Village (Scotland) is a sustainable community, integrated into the natural environment by combining local organic food production, ecological building, energy systems, and cooperative and social economies.

¹⁸ *Mööblikom is a shop in Tallin (Estonia) where people bring their old furniture to be given a new look and find a new owner.*

¹⁹ *Materjalid.net in Tallin (Estonia) is a project that teaches people about old and used materials so that they can be re-used, enriching the new environment.*

²⁰ *Buchticket (Cologne, Germany) is based on a website that provides a free service offering thousands of book titles for exchange, allowing readers enjoy new books, and exchange them easily, without having to store them at home.*

- Creative individuals, or groups of individuals take these initiatives where the motives may vary substantially from social engagement and individual benefits to environmental concern and political goals.
- We have witnessed a principal shift in focus from input to output activities among these creative individuals. Instead of lobby activities to influence future decisions taken by public and private actors, they have increasingly concentrated on solutions in a short-term perspective.
- These initiatives may create new arenas for social and political activity, between generations, gender, social class and origin
- The role of consumers in this social enterprise may be complicated and multidimensional. To some degree we see an overlap between the role as consumers and role as citizens.
- We also register an interwoven value chain, especially between producers, distributors and consumers
- This bottom-up activity is developed as an alternative to both welfare state models and market solutions and also, to some degree, with the activity from NGOs
- At the same time the social enterprise is also developed in dialogue with relevant stakeholders
- There is a general dialog between bottom-up and top-down initiatives
- Public authorities, mostly on the local level, give some support to the initiatives of political, juridical and/or economic character.
- Some of the initiatives have strong market potential. However, this varies substantially among the cases.
- Well-established NGOs may play a crucial part in some of the cases, or in the coordination of activities, and disseminate ideas from one region to another.

Social enterprises within modern theories of welfare societies

The European Union has set itself the goal of becoming the most innovative and competitive economy in the world (Lisbon Council 2000). At the same time modern societies have to meet the challenges addressed in the Johannesburg declaration to support a shift towards sustainable consumption and production. In addition the modern welfare states are all in a position of transition (Esping-Andersen, 1996, 2002), where the relationship between the state, market, families and NGOs are redefined.

These three different processes and challenges have one element in common. It is our normative point of departure that they will only succeed when individuals are mobilised in their role as citizens, consumers and co-producers. In addition to the technical innovations and political top-down decisions, we also need bottom-up initiatives:

- Innovation processes that involve individuals in their role as consumers (innovations by demand) and as co-producers;

- Sustainable solutions that involve consumers in formulating their own needs and wants;
- Citizens' participation in the transition from welfare states to welfare societies.

We will use the promising cases from this research project, to discuss the following questions:

To what degree is it possible to identify emerging sustainable demands among European consumers and how can these demands be understood within the framework of social enterprises? Do the promising cases represent a vision of a new welfare society model based upon a new synergy of public authorities, market solutions, contributions from families and bottom-up initiatives from the civil society?

The discussion about social enterprise can be linked to at least three relevant theoretical discussions. First of all the discussion about the future of welfare societies; secondly there are strong connections to the shift from Government to Governance. Lastly, this research project is also relevant to discussion of reflexive modernity, where the creative class plays a special part. They will all be described briefly below.

General welfare state theory

The modern welfare state was developed after World War II in many European and other OECD countries. The content and form of the welfare state varies from one country to another. The main idea, however, was that public authorities on national and local level to a large extent took control over the new service society. There was a shift from market to political solutions as far as both financing and execution are concerned. Social security systems are an example in most countries, hospitals and doctors are typical examples in others. The market for credit and houses was also strongly regulated in the first decades after the war. Secondly, there was also a similar shift from family functions to political solutions. Kindergartens and homes for elderly people could illustrate this phenomenon. However, it is worth noting that services in all welfare states was financed and carried out by a combination of political authorities, market actors, NGOs and families at the peak of activity in most advanced welfare states.

On the other hand, in spite of the recognised similarities, it is also possible to identify three different types of capitalist welfare states (Esping-Andersen, 1990):

- The social democratic model, with emphasis on universalism, egalitarianism and social citizenship (Scandinavia)
- The residual welfare state with strong elements of individualism and markets (USA and UK from the 70's)
- Social insurance welfare state with corporative elements, which also involves the Church, and with stronger links to the family than in the two other models (Central and Southern European).

Post-war welfare states have witnessed an ongoing struggle between

market and state (Lindblom, 1977). In the first two decades after World War II the modern welfare state represented the offensive power in this relationship, while the balance of power changed in the late seventies (Lindblom, 2001), and we are now talking about the regulatory state (Majone, 1996, 1999).

This political discussion is a result of crisis - or challenges - in the welfare states. Most countries have experienced slower economic growth and increased unemployment that put extra economic pressure on welfare state contributions from the to individuals and families. In addition we have seen that an ageing population also requires increasing resources from the social welfare system. Esping - Andersen (1996) also emphasise that the needs and wants of citizens have gradually changed because of changes in family structure and occupation structure, and the life-cycle has become less linear and standard for large consumer groups. The welfare systems have, in most countries, not been able to meet these new emerging demands. Since the balance between the state, market and families varies from one model to another, it is no surprise that the solutions to the crisis in the welfare states also vary correspondingly.

There are significant differences in Europe, as far as both the level of social services and the ways to meet the crises in the welfare society are concerned (Warnke, Luiten 2008 in this book). This could also be reflected in the cases collected in the research project. The emerging consumer demand may vary substantially because the problems are not identical. Thus, the same phenomenon could be regarded as an improvement of the welfare society in one country, but an attack on the welfare state in another.

From Government to Governance

Another way to describe the changing challenges and designs of the modern welfare state is to emphasise the shift from Government to Governance. The main idea behind the concept of governance is to involve stakeholders to take responsibility for the political, economic and juridical development in societies, in dialogue with political authorities on European, national and local levels. In the White Paper on European Governance for the EU (COM (2001) 428 final) the document defines the main principles of governance as: openness, participation, accountability, effectiveness and coherence. In a report from the Commission (2003), the discussion on European governance has also included democratic legitimacy and subsidiarity as other important principles (Warnke, Luiten 2008 in this book).

One important element in both the welfare state and the welfare societies are the role of NGOs. In modern societies independent organisations play a decisive part in formulating the goals of social services, finance the services and carry out the practical solutions. Modern societies are organisational societies, and they contribute to

create a civic society beyond the market and State (Pestoff, 1998). On the other hand, many of these organisations are bureaucratic institutions, and may not be sensitive to emerging user demand. This could be one of the reasons for new bottom-up initiatives and new organisational solutions.

This idea is developed further in a recent work by Pestoff (2005). The third sector has always played an important part in modern societies, both at the social, economic and political level. With reference to de Tocqueville (1945) he emphasises that independent organisations became a cornerstone in modern democracy because they provided an unlimited reservoir of political engagement by ordinary citizens. This is also the main message in Putnam's study of democracy in Italy. Putnam emphasises the importance of NGOs and the civil society for the political democracy in post-war Italy. His conclusions are based upon a study of political and social participation and NGO membership in various regions in Italy. He is especially concerned about the institutional performance among citizens (Putnam 1993).

However, according to Pestoff (2005), the focus has shifted from the input initiatives - influencing the political decisions - to output activities. Within the classic democratic theories NGOs and public movements played an important part in articulating public interests and formulating goals and visions for political authorities at local and national level. However, the decisions were carried out by political authorities themselves or by institutions designed for this task. The new social movements are not satisfied with this role in the social and political system, they are not only voters and lobbyists, - they are also prepared to take part in the execution of the decisions. This is highly relevant for the emerging consumer demands in this research project.

Creative Class and Reflexive Modernity

At the base of more or less contemporary modernity theory – in its “reflexive” version – lies the idea that modernity creates its own problems (Giddens 1991, 1991b, 1994, Beck 1992, 2001). A number of concepts, theories and observations have been employed in order to come to terms with and analyse this view; high modernity, second modernity, Risk Society, and reflexivity or reflexive modernity. The threats to humanity's well being are no longer wild beasts and crop failure, at least not in the richer parts of the world, but rather unintended consequences of human practice. Global warming, ozone layer depletion, BSE, mercury contamination, nuclear risks and economic crises are all examples of modernity out of control (“the juggernaut of modernity”; Giddens 1991, p. 139), but so are alienation, loneliness, social isolation, increasing divorce rates and unemployment. The reflexive modernity theories of Giddens and Beck, however, have a relevance for our cases that goes way beyond the environmental aspects. Questions of identity and agency, risk management, life

politics, questions of inclusion and exclusion, democratizing and “fostering of an active civil society” (Giddens 1999, p. 78) are central to the debate over high modernity.

A precondition for the development and success of the kind of initiatives that this research project want to detect and amplify is probably that there exists something between the state and the economy (Pestoff 1998). Civil society and community somehow try to counterbalance the abstract forces of the market economy and the faceless authority of large bureaucracies. The theme of community is fundamental to the new politics, but not just as an abstract slogan. The advance of globalization makes a community focus both necessary and possible, because of the downward pressure it exerts. “‘Community’ doesn’t imply trying to recapture lost forms of local solidarity; it refers to practical means of furthering the social and material refurbishment of neighbourhoods, towns and larger local areas” (Giddens 1999, p. 79).

One force behind these initiatives is the segment of the middle classes that Florida baptized “The Creative Class” (Florida 2004). Most of Giddens’ ideas about life politics and identity will find resonance here. However, we are not talking about the creative class in Florida’s definition, linked to designers, artists, architects and communicators. It is rather a matter of creative individuals or groups of individuals outside the professional and educational ranks of the creative class. It is more like tapping the creative resources of the common man. Ordinary people take creative initiatives to solve problems in the neighbourhood or to follow some vision of their own. This is why they belong to the creative community. Creative communities are believed to support some clusters of values and to be able to meet new challenges with fresh ideas and solutions. This should include situations where old solutions might be re-introduced in new circumstances; i.e. meaning that the application of some ideas from the fifties not necessarily indicates nostalgia and support of reactionary ideologies.

Concluding remarks

The objective of this chapter has been to describe and discuss the promising cases within the framework of social enterprises in modern welfare societies. What are the characteristics of social enterprises, and can the promising cases observed in this research project tell us anything about an emerging new model of welfare society? What is really new about these cases?

The main discussion about the future of the modern welfare states has been the tension between market and politics. On the one hand, to which degree is the welfare society dependent on the state for both financing and execution the services? On the other hand, how many of

these services can be financed by the citizens themselves, and be carried out by commercial actors?

Is it possible that the promising cases offer a third solution to the market and the state; the bottom-up initiatives from NGOs and the civil society? We think this is the case; the future welfare society is not only a matter of shared responsibility between public political actors on the national and local level and commercial actors in the consumer market. It is also a matter of substantial contribution from the civil society. Creative communities and new social enterprises play a vital part in this process. However, the social movements in many countries have played an important part in the development of the modern welfare state after the World War II. In which ways are these initiatives really new? They are new in the sense that the focus has shifted from the input side of politics to output. Citizens are not only voters and consumers, influencing the decisions by exit in politics and markets (Hirschman). They are also co-producers and political activists on the output level, with voice as their main strategy.

This contribution from social enterprises is well documented in cluster “Inclusion of marginal groups”, in cluster “Building bridges between rural and urban communities” and in “Rethinking urbanity”. Within these clusters the bottom-up initiatives and the commercial cooperatives have developed sustainable contributions to both market actors and state/local political solutions. However, you will also find similar elements within the other sectors as well.

Civil society offers a shared responsibility to marginal groups that solve practical problems, - and also include visions of a future sustainable society. The main contribution to the new link between rural producers and urban consumers is on the one hand enthusiastic consumer groups, on the other hand social movements among small producers. Without these groups within the civil society it is difficult to build this positive relationship between urban and rural communities.

For the new urbanity it is easy to argue that it will not succeed without substantial contributions from all stakeholders, including local political authorities, commercial actors and social enterprises. This is well documented in the traffic related cases where an integration of public transport, private cars, taxis, car sharing initiatives and the improvement of the situation for bicycling and walking are needed in most European cities.

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People's behavioural drivers and emerging signals towards sustainable ways of living

This text examines and analyses some of the most promising cases of creative communities in Europe to provide an insight into people's values and behavioural drivers. It starts with a description of a few socio-cultural trends extracted from the promising cases, and proceeds by diving into the specific motivations that lead people to take direct actions in the satisfaction of their daily needs and wants. It concludes by offering possible future directions growing out of the collective empowerment of individuals and asks whether those individuals will be the main protagonists in new ways of sustainable living that genuinely contribute to a new 'welfare' society.

Today's world is an increasingly complex and uncertain place, with globalisation, booming populations, the diversification of lifestyles, social inequity and increasingly urgent concerns about the environment forcing people to question conventional methods of production and consumption. And such questions offer not only environmental and economical challenges, but also socio-cultural challenges: how do we fashion the new ways of living and beliefs required to steer sustainable development. If the Industrial Age was based on the belief that 'more is better' and progress was mainly measured in economic terms related to Gross Domestic Product and income per capita, people today are increasingly concerned with satisfying the less tangible aspects of life. In a knowledge and service economy, they're more aware of the environmental, social and economic consequences of what they do and they're beginning to see themselves less in terms only of today, but more as part of a chain connected to both their predecessors and the generations to come. This is leading to radical reassessments of old ideas. People are asking whether the pressure to do more and more is wise. They're searching for a better balance between material prosperity and frenzied activity on the one hand, and personal well being on the other. It is such new attitudes that are moving a part of the European society towards a more networking and people-driven future, one less concerned with the consumption of material goods and more with access to services and authentic experiences, values and meanings (Green, J., 2003/4).

The landscape

Against such a background, we can recognise several key socio-cultural trends and underpinning values already emerging from a few studies (Green, J. and Rocchi, S., 1999), the manifestations of which have been clearly reflected and reinforced by many of the cases collected in this research project. Specifically many of these manifestations are the result not of government action but have been generated by individual communities to meet their needs and have been deliberately built around more sustainable ways of living.

From material wealth to physical and mental wellbeing

A new quality of life is emerging. People seriously question whether the sacrifices they make in their private lives in pursuit of higher income makes sense. Overall, a number of factors are contributing this: the satisfaction of basic needs; more female participation in public life and commercial activities; an ageing population; the fragmentation of society and the disorientation resulting from the fast diffusion of digital technologies.

It is these factors that have stimulated a shift from the concept of wellbeing based on materialistic satisfaction to one centred on a less material, more 'spiritual' dimension; a dimension that encompasses the need for self-actualisation and development, relationships with family and friends, social cohesion and safety, personal security, work-life balance, education and culture.

From environmental awareness to environmental concerns

People's awareness of environmental issues is turning into a real concern about the environment we live in today and will leave for future generations. There's also a growing understanding that the environmental question doesn't just concern sporadic, exceptional events (ecological disasters) affecting limited areas, but is also about the continuous environmental impact of industrial production and consumption on the natural balance of the eco-system our society depends on.

Much of this is due to the mass media making environmental pollution

more visible, both on a global scale - ozone depletion and the greenhouse effect are being associated with the threat of global warming and climate change - and a local scale - with, for example, traffic jams and car emissions now automatically associated with air pollution and unhealthy natural environments being viewed as a source of such illnesses as allergies, asthma and cancer. And this in turn is stimulating not just more demanding attitudes about the conservation of natural resources, but also the desire for more sustainable solutions.

From governed responsibility to personal, shared responsibility

With people beginning to see themselves as part of a fragile eco-system, they're also beginning to realise that the responsibility for the environment rests not only on industry but also on them as consumers. By driving a car, generating waste or buying products from the other side of the world, we are all contributing to the creation of an environmental footprint.

However, in terms of behaviour, there's a gap between the influence people feel they have at the local and the global level. People often feel that they can make a difference to specific issues in their local area, but not to global issues. There they feel that the responsibility lies with global companies and public institutions.

From excessive individualism to re-connection with others

Today's society is perceived as less stable and more uncertain than those of the past. Popular confidence in the ability or the will of governments or other institutions to care for and protect citizens is waning, and there's a growing lack of trust and confidence in the public leaders. Moreover, with the decline of old forms of 'belonging', such as church, family and even state financial support, people are looking for their own alternative forms.

Given this more individualized identity, the tendency is to 'choose' communities that reflect who we are and what we want to be, and which enable us to participate - in real and 'virtual' time - in a number of different groups on the local and global level. There's a growing need to connect, interact, participate and influence, both on a more widespread, networked level, and on a more in-depth and intimate level.

This is all part of an emerging landscape that offers a more balanced view of the future and of human endeavour governed by more than just material success. It challenges the present value system and opens - via 'creative destruction' - the way towards more fertile ground and social innovation.

However, all this still leaves two fundamental questions related to the creative communities object of our investigation. What are the key drivers behind the adoption of alternative, more sustainable ways of

living, playing and working? And, who are the people initiating sustainable ways of living in Europe?

Creative communities: what are the behavioural drivers?

From the analysis of the most promising cases of creative communities, we see three key factors motivating people in Europe to initiate and promote sustainable ways of living:

- Social engagement: being connected to others within a community
- Individual aspirations: aspiring to improve as an individual
- Environmental concerns: rethinking traditional consumerist behaviour.

Social engagement

There's a growing need today to be socially engaged and part of one or more social networks. Perhaps a response to the loneliness that often arises from the free and individualistic lifestyles characteristic of today, they want to feel not only included in the lives of others but also safe and secure, whether this comes from socializing with others or embracing older, more 'authentic' traditions. We offer some examples below.

The need to intensify contact with others

Today's increasing individualization is making more people feel uncertain and isolated. To fight these feelings, more and more people are attempting to get more in touch with others again, helping each other, for example, with physical and social support or exchanging goods / services.

The need to enhance social inclusion

In any community there are always those who are excluded, or whose participation with others is not very strong. Such exclusion is not beneficial to a society overall, as it often creates tensions between the 'haves' and the 'have nots'. Including such 'marginalized' members calls for specific employment activities or the organization of voluntary work within the local community.

The need to make the local community a safer environment

With authorities often unable to provide a safer living environment, members of local communities are starting to work together to bring back safety in their lives, for example, by helping cut crime rates in the neighbourhood and escorting children home safely from and to school.

The need to support local sustainable socio-economic development

The provision of comfort and convenience in people's lives is brought about mainly by large-scale commercial co-operations. Such operations threaten the local socio-economic fabric of a community, such as the

family-owned bakery or grocery shop on the corner. As more and more such small establishments vanish from our lives, people are starting to realize the value they provide to the community. And this has led to active support for alternative, sustainable ways of living, and of ways of making it more accessible and understandable to a larger group of people.

The need to preserve authentic and local tradition

With more people concerned that local skills, products and ideas are being lost from their region, they're realizing the importance of keeping (cultural) traditions and authenticity alive. This has led to initiatives to maintain authentic local areas and spaces, as well as traditional handicraft skills and local production techniques.

(Figure 1. A few promising cases reflecting social engagement)

Individual aspirations

People feeling empowered often want to participate in, and make a difference to, this world. They want to contribute to a cause for which they believe in. Yet, at the same time, such contributions often lead to benefits for the individual contributing: these may vary from the tangible -money saved- to more abstract -a sense of personal satisfaction at being able to act on one's beliefs-. But how does such overall improvement and individual benefit manifest itself in everyday life? We offer some examples below.

The need to create solutions that fit one's lifestyle and give it new meaning

Growing numbers of youngsters are not satisfied with the available mainstream solutions because they don't take their specific wishes into account. So they're doing it for themselves in ways that are usually original and offbeat. Such solutions don't only accommodate the larger goal of support for sustainable development solely, but also support more personal goals and benefits.

The need for alternative mobility

People want an appealing alternative that both appeals to their need for convenience and to the principles they might have regarding transportation and mobility. In today's busy and hectic lives, being mobile is a must, and even if people are aware of the global and local environmental effects it may have, personal convenience outweighs the environmental impact of using a car.

The need to feel safe in a living environment

People feel that governmental or local authorities are failing to provide

adequate safety, so they're starting to take the initiative themselves by organizing to keep an eye on their own local environment.

The need to stimulate local employment

Employment is a major factor in people's sense of wellbeing. To prevent people without an occupation feeling excluded from communal life, specific initiatives are being taken to stimulate and maintain employment in the local neighbourhood. This has the added advantage of actively involving them in their local a community.

The need to save money through alternatives in exchanging goods

In today's consumerist culture, people are finding it less and less worthwhile spending money on particular goods or services. Instead, they're starting to exchange or share those goods and services and open up alternative methods of consumption; for example, recycling to extend the life cycles of products, or basing transactions on barter rather than cash.

(Figure 2. A few cases reflecting individual aspirations)

Environmental concerns

As people realize that the health of our planet and our own lives are very much interconnected, they're also realising that issues such as climate change, loss of biodiversity and pollution have personal consequences. This is leading them to reflect on and rethink their own and others' conduct and find ways to do things differently. But how do such environmental reflections affect people's behaviour in daily life? We offer some examples below.

The need to extend product and service life cycles functionally and creatively

Today's throw away-culture is starting to annoy people, as products still functioning properly are often disposed of when something better comes along. So people are thinking up ways of extending the lifecycle of products and services, be it functionally or creatively. For example, adding new parts can change the original 'look' of an object. Or it can be sold for a lower price or used for spare parts to make other new products.

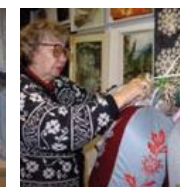
The need to create and share ethical concerns through a positive experience

To make environmental and sustainable issues known and accessible to a larger audience, awareness is being generated through positive experiences. This may be training; the transfer of knowledge or the

Figure 1



Materjalid.net
Maintaining local authentic material



Oomabi
Self-help community organised by elderly



Jardin Nomade
Creating local green spaces in neighbourhood, stimulating socialising



Soup Festival
Local tradition and development is promoted in a festive manner

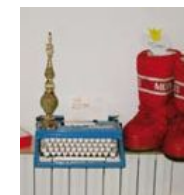
Figure 2



Minimo impacto
Saving money through buying used goods



Naaber Valvab
locally-organized neighbourhood watch



Timebank
Exchange of goods and services



Moeturg
Independent fashion market for offbeat designs

promotion of particular practises to make others conscious of how environmental issues can be integrated into daily life.

The need to promote alternative means of transport

Alternative transport can't be imposed on people; it needs to be offered in stages and it must be relatively easy and convenient to use. It can be provided on the small as well as the large scale, and is usually enabled by governmental or non-commercial organizations; for example, by carpooling, car free residential areas or city bicycle promotions.

The need to support eco-friendly practices in small communities

A growing group of people practice or contribute to eco-friendly practices within their local community. Supporting these practices makes people feel empowered. People feel enabled to influence their own environment, resulting in a mentality that every effort helps, even a relatively little effort.

The need to manage resources efficiently and consciously

People are responding to the inevitable scarcity of resources in the near future in two main ways. One is by wasting fewer resources (by, for example, sharing washing machines to use less water). The disadvantage of this is that it doesn't change the way energy is used and applied, something the other approach addresses directly through the use of non-conventional materials – natural and recycled – in, for example, the building of houses.

(Figure 3: A few cases reflecting environmental concerns)

User profiles: Who are the people behind bottom-up initiatives?

There are many studies of the growing number of people interested in sustainable ways of living, people who – by their attitudes and behaviour - contribute to the promotion of a more positive future. In this research project, such 'creative innovators' stand at the beginnings of a new era, one in which people will be actively involved in creating sustainable solutions to fit the lifestyles of today and tomorrow.

There are, of course, different degrees of active involvement creation; they range from highly active, creative individuals to those eager to adopt sustainable lifestyles that they are surrounded with. Several user profiles have been created representing the different people (Bueno, M., Rameckers, L. 2003) behind specific bottom-up initiatives, as indicated the research. Each of the user profiles is driven by one or more behavioural drivers as discussed in the paragraphs before. The

following user profiles of Véronique, Nathalie, Jarkko, Erek and Joseph offer a starting point for the examination of sustainable ways of living in Europe.

Véronique: Single female, 29 years old, working as account manager for an international company and lives in the suburbs of Paris, France.

She is an active person, always willing and eager to take up on an initiative whenever she thinks it is necessary; she is willing to make an effort and a difference. A type like Veronique can be considered as part of a creative community. It is important for her to be part of a community, as well as to maintain local authenticity and traditions coming from that community.

"Having good contact in the neighbourhood is important to me, as nowadays people hardly know each other anymore. I like it when neighbours can help out each other; so my neighbours keep an eye on my home when I'm not there and I help some elderly neighbours with some chores. I like to keep busy that way."

Nathalie: Married female, 36 years old, mother of two children, fulltime caretaker and living in the outskirts of Milan, Italy.

She is a committed and active person, who is willing to contribute and participate in local initiatives. With her enthusiasm, Nathalie always succeeds in getting more people in the community involved actively. Nathalie could be characterized as an 'innovative citizen'. For her, the neighbourhood needs to be a good and safe place for children to grow up. Nathalie is willing to contribute to the local community, as long as it benefits the wellbeing of her family.

"I walk my kids to and from school everyday as I fear the cars that run by the sidewalks on his route to school. When I've dropped them safely at school, I go for some bargain shopping in the local exchange centre, where people exchange goods and services without using money or at the store where they sell used goods. The money I save, is used for fun activities for the family."

Jarkko: Single male, 25 years old, looking for a job and ways to get foothold in society, but encountering trouble in doing so. He lives with his parents in Helsinki, Finland, until he can afford his own place.

Jarkko has just graduated from the University of Helsinki. He has a lot of ambition and he is looking for a job that fit these ambitions, however he does experience that finding a job is not that easy. Jarkko could be part of a creative community, consisting of mainly younger people that oppose

Figure 3



*Eco village Poland
promoting
sustainable living*



*Educational creative
workshop
to rethink waste*



*Mooblikom
redesigning old furnitur*



*Tandem taxi
promoting alternative
transport*

current ways of doing and explore new ways of doing and behaving. Jarkko understands that if he wants to live up to his own ambitions, he needs to acquire a foothold in society to be able to explore opportunities in life.

“My parents think I spend too much time on music and they are concerned I will not be able to find a job. I think, it is just a matter of time and I ignore them on this issue as much as possible. But I agree with them, that it is not easy out there, I will have to find a balance between my own ideals and those ideas already established in society.”

Erek: Married male, 42 years old, father of two children, working as technical engineer at a construction company and living in Krakow, Poland

Erek has become very conscious about the environment and how people's behaviour can have huge effects on it. He finds it important to make people aware of the consequences of their behaviour and to promote and support the preservation of nature's resources. Erek could be part of a creative community as well as being an innovative citizen. Erek is willing to contribute to a better living environment and educate others on this topic.

“At home I enjoy spending time with my family and experience nature by e.g. taking them out for the weekend to the countryside, to visit a local farm, go to a park or visit an eco-village. I think it's important to educate my daughters and occasionally their friends from school on their own behaviour in respect for nature.”

Joseph: Single male, 69 years old, retired and living on a pension in an independent apartment of a caring home in Eindhoven, the Netherlands.

Joseph is very active and vital in life and does not believe that people should stay at home and watch TV when they get older. When his wife passed away a couple of years ago, he didn't want to become like some of his friends: lonely and feeling sad. During the day, he likes to have both some time for himself, as well as some quality time with friends or family.

“I like to go out and meet friends to have a chat over a cup of coffee, or I invite friends to my home for a dinner. Sometimes, we go to organized workshops about, for example, gardening or art history. I love those workshops, because you get to learn things you didn't know and it is an opportunity to meet more friends.”

Future directions for sustainable ways of living

Based upon the current creative experiences, but projected into the years to come, we imagine the birth of a society grounded in the growing collective empowerment of people, a society originating from the spread of all the attitudes and ideas described above and one which offers its citizens the chance to become active protagonists in a new landscape of 'welfare'. What follows are some of the future directions we've identified that we think point to the emergence of such a society.

A new form of social entrepreneurship

A 'fresh' and new form of social entrepreneurship is flourishing. It's a form different from the traditional one dependent on the deployment of centralized socio-economic development programs by non-governmental organizations or by multinationals. Instead, the citizens are the protagonists, providing entrepreneurial answers to specific social demands by relying on their energy, passion, creativity and mutual trust. Social entrepreneurship manifests itself in the creation of a 'distributed wealth', one that keeps the activities of production and consumption within local geographical areas by re-balancing the power of all the stakeholders involved.

By shortening the value chain, people's confidence in 'where' the solutions come from and 'how' they are made will increase, which will, in turn, increase their desire to consume the local products rather than those from more distant locations. Such 'rebalancing' of the power of all stakeholders will engender a sense of democracy that helps to achieve equal opportunities for all.

The revitalization of the 'commons'

With an increasing concern for the value of local and public natural resources, as well as socio-cultural capital, people will care more about the 'goods' that are 'common' to all. Individual ownership and disruptive consumption will be replaced by a collective usage of spaces, assets, time and knowledge. And by participating in collective activities, people will feel far more responsible for the choices that they make, as well as more empowered to improve the quality of their natural or artificial habitats. By investing personal energy, they will increase their emotional attachment to the 'commons' and make them an increasingly greater part of their socio-cultural expressions.

Value generation in the local context

As people increasingly link their necessity with the local availability of natural resources and manufacturing know-how, they will make more 'intelligent' use of the environmental resources available to them,

often by ‘mixing and matching’ traditional and digital technologies. This will stimulate a greater consideration of different socio-cultural preferences and a higher respect for the variety of local eco-systems. It will also increase awareness of our environmental ‘footprint’ and, by nurturing ‘diversity’, help marginalize the possible negative effects of globalisation.

Forcing business to rethink its current role

People who create their own solutions within the context of their own lives will move away from their traditional role of consumers. Consequently, their relations with companies will change. By asking for single ‘ingredients’ rather than for complete ‘recipes’ to fulfil their needs and wants, by demanding that companies become the suppliers of specific technical component, or potential partners in the value creation process, they will redefine the existing ‘power structure’ between consumer and provider. This will make the dependence on businesses for the satisfaction of their needs less direct and less rigid. And ‘business’ will, increasingly, be challenged to question ‘what’ it delivers and ‘how’ it will satisfy this new form of demand.

Overall, these are a few of the emerging future directions, some already manifesting themselves in what has the potential to flourish into a new society, one consisting of active citizens actively promoting, and succeeding in realising, a new idea of welfare.

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Creative communities as “relational” innovations: a service design approach

The expression “creative community” is defined as “groups of innovative citizens” who are collaborating to create solutions for their own problems (Manzini, 2005, 2007). These innovations have been analysed from many points of view in this study, but here we will specifically focus on their “interpersonal relational qualities”. Our objective here is to indicate how these communities are giving rise to a new service model, i.e. a new generation of services operating intrinsically based on interpersonal relations between people involved.

The innovations identified in this research case collection (Meroni, 2006), which we refer to here, are not being defined only as *social innovations*. We prefer to call them *relational innovations*. While “social innovations” is a term expressing all kinds of new ideas to meet social goals - and here they are not necessarily based on face-to-face encounters between participants – “relational innovations” are those specifically based on interpersonal encounters between two or more specific persons.

Two service models

The organisational model we see behind the services offered in these promising cases differs from the common idea of “services”. In the mainstream model when we imagine a service, we consider two actors: an agent and a client. The common idea is a service model, in which [agent] and [client] are performing predefined roles. The service activities subsist in the performance between the two, where the agent serves the client. In such cases it’s possible to call this attitude “to stand at the service-counter” and the usual example is a bank. It’s an image that usually comes to mind when we think about “services”. The *point of intersection* of the service performance occurs when the two distinct areas, the provider area and the client area, meet. This is an idea based on a model of human relating where the actors are performing a *service script*, i.e. the participants are performing pre-defined roles, as actors in a theatre. The possibility of interpersonal relationships between the participants is reduced by these strongly defined roles.

(These services are illustrated in figure 1)

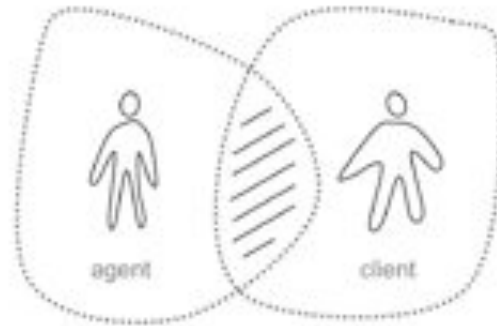


figure 1 services. A

USUAL SERVICE SOLUTIONS

forms of interaction where one or more agents (representing an organization) generates a benefit for somebody else.

Instead, in the creative communities, the solutions are “services” but introducing a different approach. The roles between agents and clients are not clearly defined, indicating that there is no precise script to be performed. The case called *Living Room Restaurant*¹ is an example: the service lies in the possibility of booking a table for a dinner in a family house rather than in a restaurant. The so-called client even helps lay the table. Another example is *Lodge a Student at Home*² where older people offer accommodation to university students, using the rooms previously occupied by their children.

These are only some of the examples since most of the promising cases present this characteristic: client and agent are interwoven. The solutions are mainly based on a cooperative approach, where the solution is co-performed and the benefits are shared by the participants. Another example is the solution *Les Jardins de Cérès - Cérès’s garden*³ where the consumer purchases – paying in advance – all the food that will be produced and supplied by the farmer, becoming his “partner” and co-producer.

(This service model is illustrated in figure 2)

¹ *Living Room Restaurant in Oosterhout (The Netherlands) is a group of people who love cooking and use their skills to cook for a larger group providing the opportunity to go out, have a good but affordable meal and meet other people in a home setting.*

² *Prendi a casa uno studente is an intergenerational house sharing in Milan (Italy), which helps students find cheap, family-style accommodation, while giving lonely but independent elders help, companionship and financial support.*

³ *Les Jardins de Cérès near Paris (France) is a group of families interested in a healthy lifestyle and preserving the environment obtain organic food from local farmers and also support their production.*



figure 2 services. B

CREATIVE COMMUNITIES' SERVICE SOLUTIONS

forms of interaction where humans organize themselves to co-produce commonly recognized benefits

The creative communities have a tendency to avoid linear interactions as illustrated in the “usual service solutions” (FIG 1). Their service solutions present mainly a circular interaction approach, strongly based on the interpersonal interactions between members as illustrated in the “creative communities’ service solutions” (FIG. 2).

Interpersonal and economic benefits

The examples reported above (Living Room Restaurant, Lodge a Student at Home and Jardin du Cères) highlight the complex intermingling of social and economic benefit. They respond to a social demand, but at the same time guarantee respectively a source of income for families, elderly people and farmers. They also create opportunities for meaningful interpersonal relationships between the

actors involved, between people who in more conventional situations would play only the role of service providers and users.

We should add that, in these examples (and in others found in creative communities), the economic value for the initiators is generated in what is traditionally considered to be private, even intimate space such as the home, which is made available for the service. All this leads to one of the main relational characteristics of these services, which is to redefine the limits between private and public space of everyday life.

Making one's intimate space available (in the above case, one's own home) means making oneself “vulnerable” to another person: the other person may hurt or betray me, but first and foremost he can find me. What is surprising in the promising initiatives is that this opening of the private towards other people (a sharing of intimacy) was desired and integrated in the above solutions. This seems to be one of the most promising characteristics observed, in that it can inspire unprecedented quality and organisation modes for services.

We must bear in mind that services like these, based on a sharing of intimacy, presuppose the creation of special relationships of trust between the actors involved. A mutual trust must be nurtured through appropriate structures and forms of organisation. For example, in the case of Lodge a Student at Home, a special organisational solution has been created to facilitate the – not always easy – meeting between the older person and the student.

In conclusion, we can sum up by saying that the cases reported show groups of people who, by inter-relating, have put into practice an idea of well-being that is at the same time both personal and shared and that emerges from the development of everyday activities, embedded in the working of everyone's “ordinary” everyday life. This has improved their quality of life and at the same time, in some cases, brought economic benefit.

Community-based and standard services

Creative communities produce *community-based* services because the interpersonal face-to-face relations are an essential component of these solutions. These *relations* are not an involuntary consequence of the solutions. The interpersonal relations are instead intrinsically part of the service solution operation itself.

Let's look at an example of a community-based service, the *Walking Bus*⁴.

It is a service based on collaboration between teachers, grandparents and parents, i.e. it is based on their interpersonal relationships. The service works on the basis of these face-to face relations. No participant can easily be replaced, because together they produce more than a transport service; they produce community, a common story, memories and identity. The entire neighbourhood participates, because the group of people walking through the streets, are also relating with their locality. These relational dynamics are an essential part of the service operation and are part of its output (the benefits produced by the service).

In comparison, the normal school service does not operate in a relational way because the driver is an employee: he/she is part of the service like a part in a mechanical operation. He is part of the service solution, but he participates on an anonymous basis. Another driver can substitute him and the service will still work well. Some relational output can be generated, like friendship or intimacy, but this is not seen as an essential part of the service operation, i.e., it is an unexpected result. As most of the services today operate like this, we will call them here: *standard services*.

Standard services are designed and operated mainly on a specific form of rationality focusing on the most efficient or cost-effective means to achieve a specific end, but not in itself necessarily reflecting on the value of that end. Thus, to the extent that rationality is concerned with critically evaluating actions, this rationality tends to focus on the 'hows' of an action, rather than its 'whys'. The main criterion by which to evaluate their quality is *quantitative*, usually (serial) production and the productivity of people involved. These characteristics can also relate to professional-based services, i.e. the presence of experts, or specially trained personnel delivering benefits to clients.

Instead, *community-based services* operate based on dialogue and interpersonal relations. They focus on the 'whys'. Considering that interpersonal relations between the participants are an essential part of their operation, people involved must be mainly considered as presences, not only as arms and brains operating according to a definite plan: it's necessary to go beyond that. The meaning of what is being done and full engagement and responsibility for others are essential components of these services. The main criterion by which to evaluate its qualities is *qualitative*, especially openness to others and collaboration based on a common meaning.

Designing interpersonal relational qualities in services

Considering this analysis, the main question opened by the creative communities is about the possibility of designing services based on relational qualities – and how this could be done. Creative communities are challenging service design discipline to propose a theory and practice able to deal with their innovative service models.

Interpersonal relations however, cannot be designed. Therefore, it is only possible to design meta-services oriented to stimulate and facilitate interpersonal encounters. Considering the promising cases' objectives and conclusions, this means that if we want to conceive platforms or services that are oriented to reproduce the creative communities' best practices - or are inspired by these practices - these solutions need to be designed to promote interpersonal relational qualities between participants.

⁴ *Andiamo a scuola da solai - The walking bus is a collaborative service in Milan (Italy) which encourages children to walk to and from school in the safety of a group under supervision of one or more adults.*

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Enabling Solutions and Technological demands

The creative communities often do not make use of specific technology in the promising initiatives they promote, but they don't avoid technological supports either, as they commonly include email, Internet websites or use of mobile phones into the solution they develop. On the one hand, they rely upon limited resources and are not likely to invest in specific technologies: they just use technological means that are commonly available to the average citizen. On the other hand, they don't favour specially technological issues but tend to rely upon social factors dedicating time and personal efforts, improvisation and reactivity to face problems when they occur.

Technological demands

The services observed in the research often show complex infrastructures involving many players who require coordination. The scale of the initiatives is generally kept relatively small but they still correspond to the size of a small service business without its professional infrastructure. Promoters or participative users are often dedicating time and effort to balance the lack of organization provided. The regularity, security and reliability of the services rely upon the particular entrepreneurship, charisma and personal skills of the people involved.

These reflections suggest that the initiatives observed could benefit from a certain level of technological support. The demand, even if not explicitly formulated, is latent. Time investment needed to organize or participate in a solution could be reduced. A reliable organisation structure could facilitate co-operation between individuals. Proper infrastructure would be able to ensure a more robust service. According to the characteristics of some cases, appropriated technological solutions could make services more accessible, broadening to the requirements of larger and less dedicated groups of the population who would be willing to participate if access to the activities were quicker and easier.

Moreover, technological support can also play a significant role in the diffusion of the same services. The implementation of a new initiative requires even more effort and dedication than just using an existing one.

Learning from previous experiences then could be embedded in tools or software ready-to-use by new groups of promoters.

Two levels were distinguished on which technology can be supportive:

- As support to current creative communities to realise their ideas, make services more accessible or effective for participants and become more stable collaborative services;
- As enabler for people to connect with current creative communities, to access their knowledge, tools and replicate existing collaborative services or start new initiatives.

All cases collected during the research process were then reviewed and analysed in order to imagine what potential technology they could benefit from. The result was a list of potential demands. Similar issues applicable to more cases were clustered. The resulting shortlist is presented below. Specific cases are brought as an example to better explain each issue.

Co-operating

Most cases observed face the problem of how to find and connect people with similar interests and aims. Technology could help to find these people, raise mutual trust, define shared visions and, finally, build a solid result-oriented partnership.

Real case example:

A Gruppo d'Acquisito Solidale (GAS) consists of a group of people with the same beliefs in sustainable and ethical consumption who decided to collectively buy in bulk directly from small local producers and ensure distribution among themselves. This group of people decides together on what to buy and where, having to co-operate with each other and with local producers in order to find the alimentary products that apply best to their needs and beliefs. The group tends to keep a small scale in order to maintain the best social cohesion. New groups arise and tend to replicate the solution.

Co-operating technology can support the sharing of experiences between the groups and enhance visibility to inspire others to start or join a group themselves. Another demand is the need for visibility.

How can users find the services and how can potential providers meet potential demand in their neighbourhood. Social network platforms could help the visualization of the group and individuals, keeping scale in the relation, but at the same time opening to other networks attending to visibility, social and knowledge issues needed.

Synchronizing

Many cases face problems such as how to facilitate practical collaboration either between people with different time organizations or organizing product exchanges between them. Technology can support synchronization between people, people-and-products and even products-and-products.

Real case example:

Jardin Nomade was developed as a community garden, built on a site which had been abandoned for almost a decade. Local residents or families undertake the daily care and cultivation of a vegetable garden, and local schools provide environmental education activities for the children. This run-down eyesore was transformed into a dynamic, locally run community garden, meeting and events space. The 270 square metre shared garden is a platform for a multitude of activities. As what is seen, many people are involved in this initiative. They take care of gardening, organising events, schools are invited, etc. Synchronization technology (i.e. open calendars, shared agenda...) could be applied to make organisation more fluid. It could give a very open insight to all participants of what time which activity is taking place, organised by whom and where.

Fluidity is an important element for synchronization: the need for fluid booking facilities, easy check of availability, etc. could be crucial to seduce hesitant new members.

Sharing

Who maintain a product owned by many? Who is responsible? How to choose products 'robust' enough to stand up to people who are less careful with what they don't really own? How can a product be made accessible without anybody being 100% responsible for it? Many cases require organizing the sharing and maintenance of products or spaces by a group of people using them collectively.

Real case example:

Aquarius is a social community of about 45 elderly people living together, helping each other when needed. They want to share their space, activities and time. The inhabitants help each other out as much as possible. They each have a private home, but also share a communal

space, a large communal garden and quite often products. They need to organize in order to maintain these communal spaces.

From the maintenance point of view, they would benefit from technologies applied in manufacturing products designed for an intensified use, as for instance a more robust washing machine compared to model designed for private use. Also, they could profit from intelligent products able to signal or manage their own maintenance and sharing: the same machine can host a use calendar and be connected to a central service for maintenance – keeping in mind that from the organizational point of view.

Personalizing

How to achieve communal products and spaces able to recognize the different potential users and adapt themselves consequently?

How to adapt certain products to multiple users in such a way that they are personalized for a specific user? Personalization techniques can play an important role in the acceptance of shared products and spaces.

Real case example:

Milano Car Sharing is a self-service car rental system that enables residents to use a car without the expenses and hassles tied to owning one, therefore saving money. People living in an urban environment with problems caused by traffic can easily access shared cars whenever they need it. Although there are some clear advantages to this service, people tend to have a strong need to feel in 'their own car'. Technological systems can support the personalisation and recognition of different users. To make a shared car feel almost as if it was 'your own', recognition and subsequent automatic adjusting of seat position, mirrors or preferred music playlist can be stored in the car's user database.

Tracking and tracing

How is it possible to locate and track objects or people? How to do this in real time for a large user base? Certain cases observed could benefit from tracking-tracing technologies to know where things are or what people are doing? This technology is probably also able to complete synchronization purposes, and to a certain degree, also co-operation purposes.

Real case example:

De Kersentuin is an environmentally, socially and economically sustainable community in the city of Utrecht, founded and developed by the inhabitants themselves. The residents developed a project for a sustainable neighbourhood, bargained with the city, and collaborated with the architects. In a matter of years, an entire neighbourhood was created; benefiting from shared facilities, solar power systems, special

thermal isolation, balanced ventilation systems, the possibility to extend houses as families get bigger, lots of green in the neighbourhood, shared gardens and neighbourhood-help. Its residents are very self-sufficient arranging new initiatives – such as production handcrafts, development of a carrier cycle or organization of car sharing, etc. – from which both inhabitants and town now benefit.

This community contains 94 buildings representing a large number of people. Many products can then be shared. Tracking and tracing technologies can keep track of who has use of the communal room, who is using a specific car or tool, where is a certain product, person etc. This for example can decrease the irritation over products that are not in place - or don't need a specific storage place- and thus smoothing the sharing, while enhancing socialization.

Ranking

Can technology support the sharing of experiences people have with a specific service? Can ranking offer the possibility of a bottom up quality evaluation and give a (potential) user insight into the experiences of others with the service concept?

The cases observed are often small and have an amateur character. Often there is not one specific organization behind it. Potential attendees will probably feel the need to know more about other people's experiences about the reliability of certain services offered.

Real case example:

Andiamo a scuola da soli, the Walking Bus, encourages children to walk to and from school in the safety of a group under supervision of one or more adults. Safe routes are created and become a fun part of children's daily routine. They meet their friends, talk and play, and share experiences outside the school. Gradually this builds up the children's autonomy and personalities.

Before joining this initiative, parents would like to inform themselves about experiences from other parents using this service. They want to know about various people's experiences but they can't get in contact with all of them. Appropriated technology can support users in sharing their experiences and facilitate discussion groups as parent forums.

Quality assurance

More than a simple collective evaluation, some cases also require a more objective quality assurance. Technology can be used to assure the reliability of a variety of different entities (like people, places, services, products...). In some cases a well-founded quality assurance may also be needed in parallel. Users or potential new users of this service require a

quality check of the food to guarantee it is really organically grown and from local farmers.

Real case example:

The *Apfelbacher Gemüseliste* delivers a box of local vegetables and fruits weekly, giving several options: a basic assortment with only vegetables, one with additional fruits, a single box or a family box. It is also possible to order special vegetables and fruits, bread, cheese and meat. The products are fresh, seasonal and grown organically and locally.

Sheltering

A suitable place where a promising case can perform its service can be an important precondition for the start of a new initiative. Sometimes the private house of the promoter itself will be the starting point, but often other spaces are needed. Can technology be a support for finding and managing open, flexible places? And can it support the managing in such a way that individuals and communities can give life to different initiatives, as well managing different forms of organizations sharing the same open space?

Real case example:

Café Zoïde is a combination of a neighbourhood workshop and a café, independent from the school system but providing educational activities. The scheme offers a playground for kids, drawing and painting facilities, small exhibitions, help for foreign parents and children: a café fostering exchange between the families, and a library of information. It is also a dynamic and convivial influence on the neighbourhood.

In order to give rise to an initiative like this a suitable place is needed. People in need of a specific place are often not in contact with the persons that happen to have spaces available. Technologies matching offer and demand, or pointing to available spaces on a map of each city could be a great support. Local government could also play an important role in bringing these two together. Also innovative building and construction technologies can refurbish existing places into multifunctional adaptable spaces suitable to host diverse initiatives.

Moving

The cases observed show examples of people getting together, most of the time moving to physically meet: for example they go directly to the farmer to pick-up vegetables and fruits; they exchange second hand objects and furniture... This could probably induce a need for mobility. The potential threat of direct relationships between producers/

users, users/products and between users themselves is the increase of transportation: local and informal logistics are more difficult to streamline compared to large scale organized distribution.

Real case example:

Time Bank manages the exchange of people's spare time and competences, like the northern European LETS (Local Exchange Trade System). Every activity, help or product has a price in hours. People can ask someone for help with a problem and pay back with their own time instead of money. When somebody gives a service or help, they have a credit equivalent to the amount of hours spent which they can spend by using a service that costs relatively the same time.

This service requires participants to move around, meet each other or deliver things to one another. Local transportation systems supported by software optimizing logistic flows may then reduce transport intensity. Software combining offers and demands of the Time Bank with for instance a car-pooling or car-sharing facilities could make synergies between people exchanging services or goods, optimizing the increase of local transport.

Privacy-guaranteeing

This demand arises actually when technology for co-operation, synchronization, personalization, tracking and tracing is introduced. People are getting more and more connected to each other, personal information such as schedule or geographical localization are shared or left available and the privacy of citizens could be in danger. Technology used to connect people, products, and spaces and trace their location and activities should first enhance the respect of privacy by restricting access, encrypting data and securing procedures.

Real case example:

When synchronization technology is used in a case like *Jardin Nomade* or personalization is enhanced in the case of the Milan *Car Sharing*, supporting technology must that no sensitive information will be disclosed or left accessible to a third party.

Payment

A lot of promising cases face the problem of a form of payment. In some cases real money exchange takes place, mostly for small amounts, inducing a heavy burden in terms of accounting for small profit. In other cases alternative currencies are used to regulate exchanges within the group, still inducing a form of currency management. Technology alleviates from the burden of continuously dealing with payment and avoids potential reason for social conflicts.

It can support and facilitate the management of small value exchanges making them more spontaneous and fluid especially for cases where there is not a clearly defined provider.

Real case example:

Ayrshire LETS (Local Exchange Trading System) is an example of mutual exchange of services and skills among the members of a community. Currently 40 members from around Ayrshire are actively trading from catering to plants and plumbing. The currency is 'thistles', with the standard rate being 30 thistles per hour of service, which equates to £6. This is a typical LETS scheme, of which 18 exist in Scotland. These services encourage innovative forms of trading between individuals and community businesses, reducing banking and interest charges, and enabling projects with access to low-interest capital. Technology can support the management of alternative currency, organizing for instance a local 'thistle' bank with personal accounts and electronic payment.

Environmental friendly solutions

Apart from these technological demands it has to be mentioned that from an environmental/technological point of view promising cases can also be supported by sustainable technologies like alternative energy systems, water systems, etc. New forms daily living could rather easily be 'upgraded' by environmental technologies such as distributed power generation, alternative energy resources, passive buildings, hybrid cars... improving enormously the environmental performance of most cases.

Real case example:

Findhorn Eco Village combines local organic food production, ecological building, energy systems, and cooperative, social economies to create a fully sustainable community: it is an ecologically respectful built environment, providing a good example to local rural communities. It provides a sustainable way of life for residents, demonstrates co-creation with nature, and supplies a place to educate in sustainable living.

These kinds of projects can serve as demonstrators for other initiatives. They can be also test beds for more alternative or experimental green technologies and therefore stay at a cutting-edge level in this field.

Characteristics of technology for enabling solutions

The technological demands listed above constitute an important dimension of the development of *enabling solutions*. An enabling solution is a system of material and immaterial elements (products, services, communication and procedures) that is conceived

to support a specific typology of promising cases, to make them more accessible and effective and to be able to multiply them.

Support for the workability of solutions and for dissemination

An important part of enabling solutions development, starting from the workability within the promising cases, consists of introducing technological support to facilitate access to the services, to reduce time spent, to facilitate management, etc. From the dissemination point of view technological support is introduced to embed experience in programs and software, to develop tools dedicated to specific solutions and to wrap all into easy-to-share formats.

Social dimension

Introducing a certain quantity of technology into the promising cases could support their dissemination and help reach larger audiences. But technology should be handled with care when focusing on social innovations. The promising cases observed are mostly based on social dynamics, direct contacts between people, friendship, mutual understanding, personal intuitions... and the introduction of too much technology can deteriorate these dynamics, isolating people, promoting efficiency and speeding interactions, emptying them of their human contents. Enabling solutions, then, require an appropriate technological level to preserve the social and human relationships

Local scale

Most of the promising cases are based on a local scale. For example for co-operation, people are probably interested in finding others with the same or convergent interests only if they live nearby. Maintaining limited physical distance is important. Technology involved should be developed on a local basis.

Accessibility to the whole population

The promising cases show first signs of people becoming providers themselves or even producers of products and services they use. In order to encourage these consumers and producers to become more and more interwoven, technology should be highly accessible to the whole population.

Community level

People tend to solve their daily life problems within a group of people having the same kind of concerns or facing similar situations. Solutions oriented towards individual specific problem solving are not requested here. On the contrary, technology should be oriented to enable people to solve daily life problems as a community.

Articulation with the macro-context

From the micro to the macro level: Methodological considerations

The scenario presented in the second part of the book describes developments in the day-to-day life of individuals or small groups of people on a micro level of society.

The following analysis focuses on a meso or macro level of society. Our aim is to arrive at some possible features of a socio-economic framework where the micro scenarios outlined in the previous part could be embedded. With this approach we propose a macro-context that is on the one hand favourable to *creative communities*-type solutions, and on the other hand likely to emerge if there were a growing number of promising cases becoming reality.

The methodology employed starts from the creative communities' micro scenarios and extrapolates these in time and space to identify elements of our macro scenarios. (This is illustrated in Figure 1)

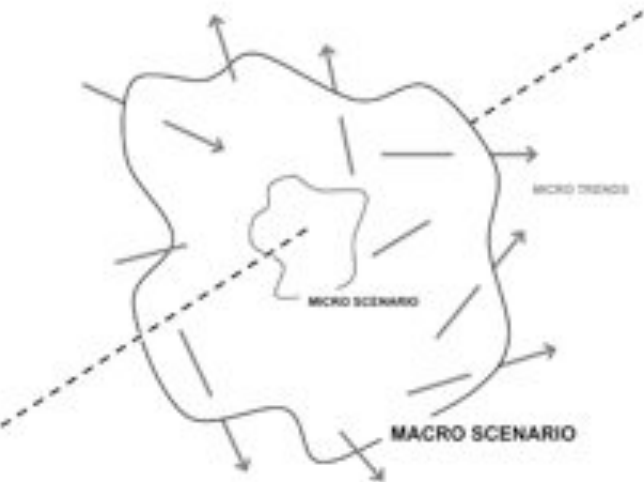


Figure 1: macro level framing the micro trends and scenarios

Figure 2 illustrates the perspective we take to generate insights on a possible macro environment for creative communities. As a point of departure we use the six micro scenarios that resulted from the clustering and analysis of the cases collected within this research.

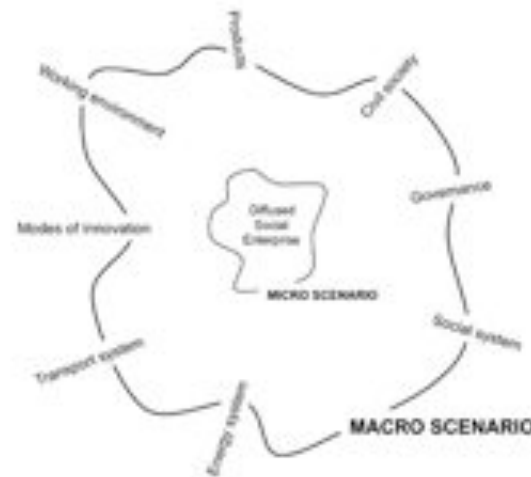


Figure 2: Exploring the interaction of micro- and macro-level. Framework for analysis

We then proceed with the analysis in two steps. First we concentrate in the promising case user involved in one or several of these solution clusters looking at how her or his behaviour might affect the macro areas or be affected by them. This allows us to list possible characteristics for the research macro scenario. In the next step we integrate the results to arrive at a more consolidated picture of macro conditions. Here we also add elements from other scenario exercises that have used assumptions fitting into our approach (FutMan Scenarios described in Geyer et al (2003) and the Foresight Future 2020 (DTI, 2002). Finally we arrive at a set of more coherent storylines describing a possible macro framework emerging along with the social enterprise. It should be noted that we have made no attempt to “harmonise” the outcomes. The aim of this exercise is not to describe an ideal

sustainable world with a fully developed network of social enterprises but to learn about possible barriers and enabling factors on the road to such a “sustainable society”.

Scenario step 1: Observing the creative communities user

In the following paragraphs the lists of possible interactions between Emude users and the socio-economic framework within the selected areas are introduced.

Product/Service systems

The creative communities user is likely to...

- Place high demands on products in terms of ethical and environmental impacts
- Want to know what she/he is buying
- Demand high quality product service systems (as they are used to design optimum solutions), but these would need to be complementary to the self-developed solutions (e.g. no professional food service needed but transport service for existing self-organised one). Hence the creative communities user may...

_Require less external services (e.g. cleaning, medical delivery) as things are solved within the neighbourhood

_Place emphasis on products that can be easily adapted to different users, as many products will be shared (multi-user products)

_Demand new forms of collective ownership of products (pay by use, operator model, pay for function, etc.)

_Ask for more accessibility (elderly and people with disabilities)

_Demand a high level of data security and privacy

_Need more durable equipment (e.g. household goods/machinery)

_Demand semi-professional products (e.g. tools for neighbourhood micro entrepreneurship need to be “professional” but at the same time fit size of household)

_Require innovative packaging solutions in the delivery of services

Infrastructure

The creative communities user is likely to...

- Need a variety of transport means for rather medium distances (short distances might be done on foot or by bicycle). Long distance transport might be avoided (e.g. products that are locally available through the networks)
- Need a “collective infrastructure” or “adaptable infrastructure” (e.g. transport that can be shared, energy sources that can be used by many people with easy means to calculate the costs for each user)
- Opt for transport means with low impact on environment (*derived from the general eco attitude in many of the food cases but not necessarily true in general*)
- Opt for alternative sources of energy with low impact on environment

- Come up with local infrastructure solutions (e.g. joint solar warm water system for neighbourhood)
 - Be willing to try out advanced solutions and modify them for their own use
 - Need forums for information exchange and joint experimentation
 - Need neighbourhood meeting places
 - Need (multifunctional) community space and facilities (extended home, new community housing) and/or connections between community spaces
 - Ask for fluid money transfer facilities to enable easy payment for various innovative solutions
 - Ask for IT brokering tools to provide flexible access to various innovative solutions
 - Want to use innovation platforms (toolkits, connection into companies manufacturing facilities, virtual design platforms, desk factories, mini plants, etc.).
 - Need logistic tools for small quantities transportation within wide networks
 - Make use of a mobile information network (Aml)
 - Demand platforms for information exchange (all scenarios)
 - Demand support infrastructure for semi-professional solutions to guarantee reliability (e.g. pool of replacements in case of illness)
- The creative communities user is however not likely to engage for large scale infrastructure innovation on a central level (e.g. EU hydrogen society)

Modes of Innovation

The creative communities user is likely to...

- Be open to joint innovation initiatives with companies and/or government as long as there is no intrusion into self-organised solutions (especially elective communities are likely to become user innovators)
- Pursue innovation on own account or together with a user group if the market solution does not fit needs (especially elective communities)
- Be sceptical towards “centralised” innovation imposed from “above”
- Be inclined to freely distribute experience and information to anybody interested

The creative communities user is however not likely to actively promote the solution in other areas as the prime interest is connected to his/her own environment and each context needs to come up with its own solution (although e.g. in the case of service clubs there might be an interest to offer the services in a wider area)

Governance

The creative communities user is likely to...

- Engage in various local initiatives within her/his community or neighbourhood
- Be active in policy on a local level (e.g. citizens forum, etc.) and even

demand a certain level of influence on local policy

- Be active in shaping the immediate environment (e.g. initiatives to set up a playground or a market)

The creative communities user is however not likely to ...

- Get involved in general level policy (e.g. associations, NGOs, etc.)
- Favour centralised planning approaches if they interfere with local scenarios (e.g. large scale construction in the neighbourhood if compatibility with scenario objective is not guaranteed as, for example, if extended house sites are affected)

Social System

The creative communities user is likely to...

- Call for a highly flexible legislation to accommodate the new type of solutions (e.g. solutions to avoid neighbourhood services being classified as “black labour”)
- Demand adaptation of social security systems to accommodate semi-professional self-organised activities, such as official recognition of creative communities users’ activities (e.g. eligibility for funding through healthcare system, pension relevance, etc.)
- Make active welfare become a substantial element of the social system so that many functions that are now outsourced to governmental institutions are done on a self-organised semi-professional base
- Demand visibility and acknowledgment of semi-professional solutions
- Need to be able to build on a basic level of trust within society (e.g. lodge a student; shopping for you is not possible if everybody is afraid to be robbed at any time; people will not feel at home in the extended home if they do not feel safe; etc.)

Civil society

The creative communities user is likely to...

- Effect a strong increase of networking among various groups of citizens
- Ask for new professional associations providing guidelines for semi-professional services (on the other hand: little inclination to engage in such organisations, so there is a need for policy to bridge the gap to keep the system going)

Working environment

The creative communities user is likely to...

- Have commitments of various nature outside conventional work, therefore:

_Is little inclined to engage in a full time position with high workload and regular overtime

_Will probably seek for flexible forms of working arrangements

_Will often prefer a set of professional activities instead of focussing on one main profession

_Is likely to prefer to do part of work from home

- Opt for a collaborative working environment
- Be attracted to companies with high accountability (e.g. ethical or environmental initiatives)
- Have little difficulty to work in heterogeneous groups with people from different background (e.g. ages, cultures, disciplines, etc.)
- Enable flexible work/life structures through provision of tailored infrastructure such as childcare and catering
- Initiate and make use of collective solutions for workspace like neighbourhood office
- Come up with creative solutions

The creative communities user is however not likely to be inclined to move location too easily as one is connected to local structures in various ways.

Scenario Step 2: Synthesizing elements of the creative communities macro-scenario

The following storylines give some characteristics of a socio-economic framework that is enabling and being enabled by creative communities of this research’s type. They are not necessarily directly derived from the solution cases. In fact, they often involve imaginary elements as well as conclusions from the general spirit of the solution types rather than actually observed features.

The same selected areas of the analysis developed in the previous part of this text are covered here. Moreover, some macro-trends are inserted within boxes across the description of the macro-scenario to enable a better understanding of how creative communities-type solutions may tackle or offer possible solutions to current and future challenges. The aim is not to describe a perfect world but to be able to learn about spaces of manoeuvre in realistic settings. Therefore potential conflicts as well as negative consequences are also included. The starting point for most of the characteristics are inspired by the considerations on the user of the promising initiatives solution types as described above. Other elements are based on conclusions from other scenario exercises that have elaborated pictures of localised communities that fit well into this research’s spirit such as *Local Stewardship* from Futures 2020 (DTI, 2002) or *Local Standard* from the JRC-IPTS FutMan scenarios (JRC-IPTS, 2000) introduced in the baseline scenario.

- Adaptability to various user needs has become a major design criterion for many products and services. In order to achieve it, many companies systematically integrate user groups into the design process and even provide access to the manufacturing process in some cases. This has enabled many companies to give high priority to accessibility for groups with special needs which has become more and more a requirement due to the increasing percentage of elderly users of products and services. There is a market and a supply for semi-

professional products that are durable and suitable for professional use but fit into normal household equipment. Other products are available that allow various forms of shared use and “use by many” (multi-user products). Product labelling systems taking into account sustainability criteria are widely implemented. Companies offer new forms of product ownership in addition to traditional ones (pay by use, pay for function, operator model, etc.). Extremely flexible payment modalities for products and services are offered that support new forms of exchange. The demand for services is oriented towards basic needs. Personal services such as health care, tourism, retailing and management consultancy become increasingly localised. There are local agencies specialised in offering a range of complementary services/product service systems to self-organised solutions in creative communities such as:

- Transport
- Packaging
- Supportive information infrastructure (platforms, organisational infrastructure, etc.).

These agencies are sometimes run by private companies in other cases they are set up by local government bodies or fully self organised.

Macro-Trend: Rise of population/Aging

The world’s population of people over 60 is projected to more than triple by 2050, growing from 600 million today to above 2 billion. In turn, the proportion of persons less than 15 years old will decrease from 30% to 20% in the industrial world. This aging trend foreshadows an essential demand on retirement pensions, health care systems, among others; challenges that will be of particular concern over the next few decades.

Source: State of the Future (2005).

The adaptation and inclusion of elderly users’ needs in the design of products and services, through participation, may function as a solution to economically reintegrate these people into society and as a consequence offer alternative answers to the challenges that pensions and health care systems will face

- The creation of new types of products and services for the social enterprise forms a small but highly innovative business segment giving many impulses to industry in general. A specific new mode of innovation has emerged within this sector and is beginning to spread to other market segments. Creative community members (especially elective communities but also new forms of neighbourhood and service clubs) have become “lead users” engaging readily into joint innovation with companies, contributing new ideas and feedback. As creative

communities often embrace a large diversity of people (e.g. different ages, people with and without disabilities, different cultural backgrounds, etc.), companies engaged into developing services and products for creative communities are confronted with a wide range of special demands. At the same time consumer demands in general have been changing. Issues such as usability, accessibility, privacy and security are of growing importance. Also, independently from creative communities, more conventional forms of new types of ownership are on the rise. Therefore, companies engaged with these community type solutions enjoy competitive advantages as they are able to provide innovative solutions fulfilling these demands. Also, these companies are able to develop pioneer solutions for engaging the user into the innovation process (e.g. living labs, joint virtual design platforms, self innovation toolkits, etc.). Solutions are differing widely from region to region. Many solutions are unique and heavily context dependant. Companies can benefit from the local learning processes but are rarely able to sell the same solution twice. Companies are taking care to keep in touch with local actors (e.g. through recruiting part of their workforce locally and establishing links to local universities and schools).

Macro-Trend: Information Technology (IT)

Nearly a billion people, or about 15% of the world, are connected to the Internet. The digital gap is closing. Millions share ideas and feelings via public “blogs” (individual Web journals, accessible to all for reading and commenting) connecting strangers around the world into a new medium of collective intelligence. Artificial intelligence techniques improve searches through millions of documents, making knowledge acquisition easier. Millions will jump from no cameras right to cheap Internet cell phone cameras, with profound effects on global awareness. The integration of cell phones, video, and the Internet will lower costs, accelerating globalization and allowing swarms of people to quickly form and disband, coordinate actions, and share information ranging from stock market tips to bold new ideas (meme epidemics).

Source: State of the Future (2005).

The use of IT as an infrastructure to engage users into the production and innovation processes, as well as to form the backbone of a network infrastructure in which all actors are able to interact and communicate to each other may be critical to shape a more sustainable society able to self-organise. This is also of prime relevance to enable creative communities to share experiences and foster the diffusion of the distributed social enterprise. However, issues such as digital inclusion, privacy and information security must be correctly addressed by specific policy measures to enable the distributed social enterprise become a reality.

- Infrastructure is being developed mainly on a local level. The local infrastructure innovation (energy, information, transport) is very much supported by active users. Companies in the transport and energy sectors hugely benefit from that as they can try out various solutions and quickly learn on a high rate. Large scale infrastructure innovation (such as hydrogen infrastructure but also high speed railway network, etc.) is stuck as policy is acting locally and citizens are also focussing on the local level. There is resistance against infrastructure projects (e.g. plants, highways, waste disposal, etc.) in some neighbourhoods.

- Energy systems are diverse and are restructured around local energy resources, whether fossil or non-fossil fuel. Some local initiatives are developing and implementing innovative forms of environmental beneficial energy generation. Some creative communities who practice collective forms of household organisation have also adopted advanced approaches to reduce the use of energy. Others have collectively installed alternative systems of energy provision based on renewable resources, often supported by government schemes that are explicitly supporting collective solutions to energy efficiency. Payment modalities in the utility sector are flexible enough to accommodate various forms of shared use.

Macro-Trend: Energy

Primary energy consumption increased by 4.3% in 2004. Oil consumption grew by 3.5%, which is the most rapid since 1986. World energy consumption is expected to increase 60% from 2002 to 2030 and double or triple by 2050. CO₂ emissions are expected to rise from 23.9 billion metric tons carbon equivalent in 2001 to 38 billion metric tons in 2030. Energy related CO₂ emissions from developing countries will be 16% higher than those from OECD countries. Energy use is dependent on infrastructure planning and implementation, which determines how much energy will be required to sustain various development schemes. Certain types of infrastructure place greater demands on energy, notably transport, housing, and urban development. Energy efficiency becomes the determinate in deciding how to best provide for the energy needs of future generations and their development.

Source: Binde

To restructure around local alternative energy sources, to locally reduce the use as well as increase the efficiency of energy use, and to foster forms of shared energy use may all become critical to tackle the challenges of energy availability and associated environmental impacts in the near future.

- Varying widely from region, to region a variety of medium range transport solutions are in place. Many of them involve day-to-day coordination of groups of individuals. Often these solutions are supported by local citizens agencies – see below – (e.g. by providing platforms or information infrastructure). Companies offer multi-modal mobility solutions (e.g. mobility card). Payment modalities are extremely flexible allowing for different forms of sharing. Individual traffic is restricted in many living areas due to citizens' pressure but also preference. Transport of goods is reduced, as many products are locally supplied due to consumer demand for regional products. On the other hand, the local goods transport system comprises logistic tools that accommodate a wide range of transport needs including small quantities of goods. As the local infrastructure and networking is well developed, a growing number of activities take place within the local community. Thus some individual traffic is reduced as well. Due to the heavy pressure on the existing transport infrastructure, the long-distance transport intensity of production and consumption shows significant improvements. Due to high infrastructure costs and public resistance to the construction of new roads the European transport system has become even more congested. Local citizen groups have lobbied successfully for imposing restrictions to freight transit across the European Union. The measures taken have channelled international traffic and put constraints on interregional transport, especially in ecologically sensitive regions (e.g. trans-Alpine transit). Public opinion no longer accepts transport of dangerous goods on the road and rail network. New means of transport (e.g. pipeline systems) have been sought to overcome the barriers and obstacles in a congested Europe.

- In some regions there is an advanced *communication infrastructure* allowing for easy access to various local support infrastructures through mobile devices as well as facilitating fluid payment modalities (IT brokering tools based on ambient intelligence infrastructure). However, in some areas there is a resistance to such an infrastructure due to privacy and data security concerns. Standards are little developed; often different regions use different systems.

- In rural as well as urban areas there are a number of *collective spaces* characterised by a new mixture of public and private elements such as neighbourhood meeting rooms, shared parks or gardens, and joint workspace (neighbourhood office). Such "collective spaces" are used by all types of creative communities ranging from extended home to micro entrepreneurship. The locations have sometimes emerged from purely public spaces (e.g. public park becomes *Loan Garden*¹) and sometimes from private (e.g. former family kitchen becomes neighbourhood restaurant) and from commercial sources (e.g. former conventional café becomes neighbourhood meeting place).

¹ *Loan Gardens is a public green in Overvecht (The Netherlands) which has been turned into a garden by the residents, who wanted to solve the problem of lack of social contact in the neighbourhood and to give it more identity.*

Macro-Trend: Immigration and Urbanization

The global movement of people will further increase due to divergent demographic trends, globalisation of labour markets, and political instability. In 1950 about 30% of the population was urban, 47% in 2002, and by 2007 the majority of people in the world will be living in cities. 70% of the world population is expected to be urbanized by 2050. The urban population is growing at the rate of roughly 60 million a year, requiring the resources necessary for the equivalent of an additional six mega-cities every year. In one generation, nearly 3.2 billion city dwellers will grow to 6 billion people by 2050, making urbanization one of the most powerful trends today. The number of cities with 5 million or more people will increase from 46 in 2003 to 61 in 2015. According to the 2003 Revision of World Urbanization Prospects, the number of mega-cities (with 10 million inhabitants or more) will increase from 20 in 2003 to 22 in 2015. Two thirds of these mega-cities are situated in developing countries, especially in South-East-Asia.

Source: State of the Future (2005) and Global Trends 2015

Based on these trends, the use and rise of collective spaces, especially in urban areas, may become a powerful solution to tackle a number of environmental challenges (e.g. energy consumption, waste disposal and water treatment, etc.) as well as social ones (e.g., access to education and recreation, etc).

- Consumer and local grassroots groups have become influential on local and regional levels. They successfully voice their concerns and call for action on environmental and social issues. Citizen groups have also campaigned for limits to unregulated globalisation, and for more environmentally benign economic and industrial policies. The attention citizens pay to environmental and health issues on local levels has been reflected in the regulatory framework. Civil society is very much characterised by a networking structure. The various local initiatives are coordinated loosely through joint platforms (e.g. commercial, non-commercial, state supported, etc.) that also facilitate access and internal management. The involvement of state into these networks varies widely from region to region. Many people are engaged in local policy making. Citizens often demand information about planning procedures and are eager to influence on local policy decisions. Often bottom up initiatives approach local policy makers in support to their solutions (e.g. to create private/public spaces). On the other hand, few people are engaged in political organisations operating on an international level such as NGOs. Many “global” problems are addressed on local a level. Overall society is characterised by a high level of trust, highly educated citizens and strong social cohesion.

People are willing to get together and find joint solutions rather than pushing their own interest at the expense of others. Collective values are prevailing. At the same time there is a general readiness to try out unconventional out of the box solutions together with other people.

Macro-Trend: State of Environment

Contemporary environmental problems will persist and in many instances grow over the next 15 years. With increasingly intensive land use, significant degradation of arable land will continue as will the loss of tropical forests. There will be a further degradation of life support system (60% is already gone). World energy demand will still be increasing. Given the expected growth of global economy, greenhouse gas emissions will increase substantially. The depletion of tropical forests and other species-rich habitats will exacerbate the historically large losses of biological species now occurring. Environmental issues will become mainstream issues in several countries, particularly in the developed world. The developing countries will face intensified environmental problems.

Source: Global trends 2015

The active participation and influence of citizens in the local policy (relationship with governments) and decision (relationship with firms) making systems will be critical to shape a more sustainable society – departing from local initiatives – based on trust, shared values and social cohesion. Fostering local education initiatives towards enabling the rise of critical citizens within society is fundamental in this direction, and here both the public and private sectors have a role to play.

- The social system accommodates self-organised, bottom-up approaches to many of its functions such as healthcare, childcare and support of elderly people. A large proportion of welfare activities previously provided by the state are now provided by this type of semi-professional social services. Government authorities are developing measures which enable an environment that allows an “active welfare society” characterised by a high level of users’ bottom up initiatives to emerge. An adequate legal framework enables people to become actively involved in these initiatives in an easy way while being fully integrated into pension and insurance schemes. Citizens-agencies are providing guidelines and complementary services as well as promotion activities to increase their visibility to semi-professional self-organised active welfare solutions. In some cases these agencies are run by professional organisations but often the state is taking up this function. A new form of employment has been created within the creative communities and social enterprises.
- There is a high diversity of approaches towards new forms of living

and working patterns. A “slow down movement” has started with people aiming to reduce their workload in favour of taking over other responsibilities outside work, not only caring for family members but also participating in local initiatives, etc. The flexible engagement into various forms of work is facilitated by a highly developed support infrastructure (e.g. childcare, catering, household, etc.) that is often based on bottom-up initiatives. Many people aim at pursuing a multitude of activities instead of highly demanding full time jobs. There has been pressure on employers to limit workload and excessive overtime for personnel on all levels of qualification. New working arrangements such as job sharing, part time jobs, are increasingly implemented as employees pursue their interests through “collective bargaining” on a local level. However, in some regions where these initiatives are not supported by policy measures, these initiatives are struggling to accomplish their objectives. New forms of work-life patterns and a supportive infrastructure are significantly less present in locations where there is ample supply of skilled workforce than in other locations where collective bargaining was stronger due to scarce supply of skilled personnel. Accordingly, working and living patterns alter from region to region. In some places local initiatives have formed advanced collective arrangements such as neighbourhood offices enabling people to do part of the work from home or within their local environment.

- The working environment is characterised by a high level of collaboration. Heterogeneous teams (different cultural backgrounds, different ages, and different disciplines) are widely established. There is a readiness to share knowledge and to engage in joint learning. Workplace innovation has increased levels of responsibility in all workplaces enabling contribution to innovation and knowledge generation throughout the company. Many employees are actively engaged in creative innovation initiatives within the company. The soft skills needed to engage into such highly cooperative working environments, are developed by many people through their active engagement into social enterprises.
- With the emergence of local “islands of sustainability” the quality of the environment has improved in certain European regions, however the overall picture remains uneven.

Macro-Trend: Working and living conditions in Europe

The type of society emerging in Europe has been described as “Mosaic Society”. This society is characterised by a high differentiation and fragmentation of the familiar features and institutions. There is a rising multiplicity of household structures with traditional nuclear families in decline. Women will enter into professional careers the same way as men do. Demand for childcare and other family related services will continue to grow. In the workplace there is increasing flexibility and especially in contract structure, with short-term temporary contracts prevailing over permanent, and secure jobs. People will have multiple jobs (i.e. several jobs at the same time and also change jobs more often during their professional career). Men and women both regularly interrupt paid work for training phases but also for family reasons and other purposes. With this, there will be the continuing growth of part-time employment and also the numbers of those with ‘second’ jobs. There will be more flexible working practices and a shift towards the 24-hour workplace as enterprises in Europe trade across time zones within a global economy. The normal working ‘day’ and sleeping ‘night’ will become increasingly blurred and fragmented. Many people will encounter problems in coordinating the various demands on their time. Many suffer from time stress and “hurry sickness”. There is an explosion of demand for all-day and every-day systems and services that save time and release some of the pressure such as childcare and care of the elderly and other timesavers (e.g. laundry, cleaning, gardening, etc.). The provision of these services will pose major problems to the societal provisions operating now from 9 to 5. The “care service gap” will get more pressing with a growing number of elderly people and squeezed public spending. Societal protection systems such as health care systems and welfare systems will need rethinking. As personal service jobs tend to have a poor societal status, require low skills and are often badly paid, this might lead to an income polarisation between people with these jobs and others with well paid and highly skilled service jobs. At the same time people who are not able to afford professional services might be locked into unemployment, social exclusion and poverty.

Source: IPTS Futures Project

The rise of an “active welfare society” through local organisation and initiatives will be critical to tackle these challenges and offer customised alternative solutions to employment, health systems, social inclusion and fighting against poverty.

Industry/Production

People see themselves as part of the local community and this encourages development at a regional level focusing on using local resources to achieve this. Business becomes more focused in serving the specific needs of customers in local markets, leading to new business strategies and fragmentation of many industries. Being small and local becomes a competitive asset. This regional focus leads to very different outcomes in different parts of Europe.

- Industry structure has changed considerably. Small scale sustainable production is being favoured. There are long-term relationships between producers and customers with locally based maintenance and recycling systems. In many industries that are considered to be 'risky', manufacturers are under heavy pressure to improve their environmental performance. Local innovation initiatives have broadened the scope for new product and service development and new environmentally friendly concepts of product use and service provision have emerged. Thus, products and productive processes start to be developed through the observation of nature, meaning that analogous technical cycles can be established to give human-made materials and precious organic molecules life through reuse/recycling, which should also be driven by renewable energy. An increasing number of citizens buy locally, or regionally manufactured products. Despite the complex regulatory and economic environment, manufacturers have maintained production in Europe even if production networks are more regionally and locally organised. They take advantage of the availability of highly skilled personnel and the size of the total European market. To get permission for the construction and operation of new plants in 'risky' industries, manufacturers have invested in new organisational and technological solutions. With this new production concept, small scale and highly customised local fabrication has become feasible, in line with strict environmental and safety regulations. The rather fragmented European political framework has created a complex business environment for internationally active manufacturing companies. Manufacturers have made great efforts to reconcile regional regulation and consumer demand patterns with efficiency requirements in design, product development, processes planning, and integration of the supply chain. The different global and local driving forces have created multiple local markets. Manufacturing companies have realised the need to adapt to local requirements while – at the same time – finding ways to achieve economies of scale. The creation of efficient logistic chains has become a central issue for the trans-regional shipment of goods. The production sector and the logistics industry have been challenged to find new ways organising their supply chains in order to cope with these framework conditions.

- Manufacturing has developed long-life and easy-to-upgrade product platforms. Customisation of the products takes place in the local and regional markets as manufacturers have adopted sophisticated postponement strategies. Standardised and modularised semi-finished products are shipped to local plants and assembly sites. The design and production concepts, which have emerged, draw on advanced complex systems management tools. Information and communication technology solutions for data sharing in complex production networks have made multiple local production organisationally and technologically feasible.
- Strict but regionally diverse regulatory frameworks have changed the organisational structure of the manufacturing industry. The likely evolution of the creative communities in the macro-scenario towards a sustainable network society focuses on three main actors:
 - The supply chain (with the firm embedded in its centre together with its suppliers and market/customers relationships), including the interrelationships between the firm and its stakeholders (parts affected or that can affect the firm such as governments, NGOs, citizens, trade unions, among others)
 - Governments (as one of the stakeholders in which we are focusing attention)
 - Local (creative) communities (the other stakeholder our analysis is placing emphasis on)

The firm, driven by a set of shared collective values (in part as a consequence of pressures from local communities), has its processes moved by alternative energy sources and returns to nature (Earth's biosphere) only compostable products/waste. This happens because a technical cycle (sustainability link) is established which enables harmful or hazardous products/waste to be transformed into products/waste which are compostable or that can be used as inputs into other industrial processes. Moreover, production plants are locally committed to taking nothing from Earth that is not rapidly and naturally renewable.

From the range of existing societal actors, beyond the supply chain we focus attention on (local) governments and local (creative) communities, which are therefore detached from the stakeholders' element. Governments offer the necessary support (also through new local partnerships established with the private sector) to foster the creation and dissemination of creative communities -type solutions. To this end, an enabling environment is established (e.g., through regulating or de-regulating sectors, through tax incentives, etc.) in which firms can thrive and also be active in promoting such creative communities. Furthermore, citizens come together within their communities and neighbourhood to become more active in influencing and shaping policy decisions. Such creative communities are also involved in shaping companies' decisions and a range of alternatives for citizen's participation in the productive

process (e.g. from the identification of one's needs to shaping the design of products and services that will meet such needs) start to be experimented. As a consequence, the offer of customised products and services become a reality in several local settings.

Once the above cycle starts to spread and be diffused, shared and collective values will become commonplace across the whole system, enabling therefore the rise of the distributed social enterprise.

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Political challenges: To create frameworks for social enterprises

At the political level our focus on social enterprises in modern welfare societies fits naturally into the concept of *new governance and the stakeholder approach* already adopted by the European Union (White, 2001 Paper on European Governance for the EU, COM 428 final). However, it is probably more important and relevant for our approach than we have recognised so far.

The main idea behind the concept of *governance* is to involve stakeholders to take responsibility for the political, economic and juridical development in societies, in dialogue with political authorities on European, national and local levels.

The modern concept of *stakeholders* has developed from the economical to the social and political field. It includes all actors that are involved in and have interests linked to the decision making process, both as individuals, businesses, NGOs and political actors.

The main focus of this research project is social innovation in a bottom-up perspective. Thus, our normative point of departure is that the new *social enterprises will only succeed when individuals are mobilised in their role as citizens, co-producers and consumers*. We are not sure that the way the stakeholder approach is discussed and practised within the new governance paradigm is sufficient to open up for a large scale of bottom-up initiatives. On the contrary, it is more designed for the established and well-known stakeholders; for businesses, NGOs and political authorities. Is there any place for bottom-up initiatives within this approach?

There are all reasons to ask this question. Olsen argues (2002) that formal processes of reform of governance may not always produce a precise and stable policy outcome. One of the reasons for this instability is the fact that not all stakeholders have the resources to play the expected part in the political process. Olsen refers to variations among already established stakeholders. His arguments are probably even stronger with regard to bottom-up initiatives that concern creative communities.

Thus, one of our recommendations is to extend the stakeholder approach

within the new governance paradigm to include bottom-up initiatives at local, regional and national level, within the principle of subsidiarity. At least these bottom-up initiatives have to be recognised as a decisive part of the new governance.

The shift from *Government to Governance* and the new regulatory state, presents a substantial development in legislation, regulation and public policy in Europe (Lindblom 1977; Majone 1996; 1999). To some degree it represents a deregulation of public policy, in other areas we have witnessed a re-regulation. This may, however, vary from one country to another because of traditions and the fact that the welfare state was developed along different paradigms in the 1960s and 70s.

As we see it, bottom-up initiatives raise juridical and financial questions to be discussed and solved at two levels. First, we have to discuss possible positive changes in financial support, taxation and juridical matters in order to open up for bottom-up initiatives. Secondly, we have to discuss the economic and juridical “grey zones” that some of these activities operate within. However, this is not the case for all the promising cases; many of them are ordinary local business activities, and behave like other SMEs.

What kind of political and financial support is necessary to expand active welfare within modern European countries; mainly designed for collective political solution or market alternatives? What kind of juridical changes are necessary at European, national or local level in order to protect the bottom-up initiatives, and secure that they don’t clash with other EU priorities?

In his work on the Creative Class, Florida (2004) has identified the 3 T’s of economic growth: Technology, Talent and Tolerance. In the Lisbon process the EU set itself the goal of becoming the most innovative and competitive economy in the world. The EU programmes for research and development is one of the main tools to create frameworks for technological innovation and development of talents in Europe. However, how do we meet the challenge for tolerance? Creative communities are one of the answers. We need tolerance for new solutions, not only technological and economic, but also social. We

probably also need new tolerance for economic incentives and legal rights for creative communities and social enterprises. The reason for this is not that the motives behind the social enterprises are economic; we have shown that this is not the main motive behind most of the EMUDE cases. On the other hand, strict juridical regulations and economic bureaucracy may very well kill the bottom-up initiatives at an early stage.

Secondly, many of these initiatives operate in a financial, and probably also juridical, “grey” zone as far as taxation and other matters are concerned. When we open up for some of the new social enterprise initiatives, these opportunities could also be seized by “illegitimate” actors. Already, some of the cases raise this kind of questions, and we have identified three categories of problems:

- Legal and economic matters linked to use of public spaces in cities. Especially the relationship between ideal and commercial organisations
- Taxes on labour in alternative economies where exchange of labour replaces conventional money systems
- Taxes on goods and services in new cooperatives where individuals are members and not customers.

As long as the initiatives are relatively small, it is possible to overlook the principle dilemmas, but when they expand the questions will be put on the political agenda very soon. This is crucial for this research project. We are particularly concerned about emerging consumer demands. We are looking for marginal initiatives that have potentials to become mainstream solutions. We illustrate these three categories with three of the promising cases.

Jardin Nomade - Nomadic Garden

A large number of promising cases deal with cultivation of open spaces and parks in cities by individuals in the neighbourhood. They grow vegetables and flowers and contribute to the social fabric in the area. It is a real win-win situation because it includes and integrates people, maintains beautiful surroundings and develops safe neighbourhoods. On the other hand it also raises questions about the ownership of land in the cities. On which conditions is the land rented to the creative communities, and what are they allowed to with the area? Strict rules make things difficult for the activist, but without rules they can easily misuse the trust given them by the local municipality

GAS Gruppo d'Acquisto Solidale - Group purchasing organisation

Some of the most promising cases within the research project are cooperative purchasing groups. They represent an alternative to the existing distribution system, and are real bottom-up initiatives.

However, how is it possible to stimulate this activity within the existing economic system? Will they survive if they are taxed like ordinary businesses?

They probably do not represent any problem as long as they only have a marginal part of the market, but will the system be tolerated by other market actors when it expands substantially?

Ayrshire LETS (Local Exchange Trading System) and Banca del Tempo - Time Bank

In these concepts individuals and households exchange services within the group, without ordinary money involved in the process. You offer services to someone who need your expertise, and receive services from somebody else, - when you need it. It is not linked to the neighbourhood, and it is not an agreement between two friends.

This way to organise labour raises two questions:

- Strict tax regulations will kill these initiatives. But is it fair that they don't pay any taxes at all? What kind of tax-rules is legitimate for these “businesses”?
- To what degree does this activity represent a challenge to the economic system? Parts of the economy have moved beyond the capitalistic system, and they offer their services on other premises than those of ordinary firms. This is especially the case when they expand their activities.

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The diffused social enterprise on the policy agenda

This research project has caught signals of something new. It has detected people throughout Europe coming together and getting active to embark on “social enterprises” developing solutions for their own and others’ needs without waiting for government or the market to provide these solutions. These signals are promising. Not only do they promise significant improvement within these peoples’ immediate environment but also for European society and economy as a whole: they clearly offer possibilities to facilitate transitions that are urgently needed to sustain our natural environment and preserve social cohesion while at the same time keeping a high quality of life. Although the signals are weak yet and the social enterprises are now mainly run by “heroines and heroes”, the scenarios developed from the promising cases show that these signals can well be strengthened. With a few advancements they can be made accessible to a wide range of diverse actors who may be involved for a variety of motives. The micro- and macro-level scenarios that were outlined in the previous parts of this book suggest that the social enterprises can become core elements of an active civil society with a better quality of life and enhanced chances for sustainable economic development. Within this text we are going to have a closer look at the policy agenda implied by this ambitious objective. There are two main aspects to be considered:

- How can the social enterprise become a supporting element in existing policy agendas?
- What kind of policy agenda is suitable to support the social enterprise?

The following section will reflect on both these perspectives. First it will discuss the social enterprise as an enabling factor for current policy strategies particularly on the EU level. The subsequent section will outline policy agendas for the social enterprise. The following considerations deal with these issues. Through this research project work some potential elements of measures that would facilitate the road from weak signals to strong sustainability have clearly emerged. The following paragraphs will outline these elements that have been termed “enabling platforms”. Enabling platforms are seen as a system of material and immaterial elements (such technologies, infrastructures, legal framework and modes of governance and policy making) conceived to generate a favourable context for creative communities and promising cases. Naturally, they are not fully developed policy concepts but just initial ideas meant as an input into policy strategy building. Finally a

summary of the implications of the enabling platforms for various policy realms will be proposed. A special focus is given on the implications of the results for technological innovation and related policy will be introduced as the research project gave a special attention to this aspect of the policy agenda.

Social Enterprise for the policy agenda

The insights from this research project strongly indicate that a number of benefits can be expected from the emergence of social enterprises, which are well in line with the current agenda of European policy makers on all levels. They offer promising pathways to address future challenges in various arenas. Accordingly, it seems worthwhile for policy makers to understand better the dynamics of the process and to take action to strengthen these signals. We see promising elements mainly for two policy arenas that form a core part of the European Community policy objectives.

- Sustainable economic development
- Transformation into a competitive knowledge based economy
- Decoupling economic growth from environmental impact
- Social cohesion and sustainable welfare

On top of that we reckon that the social enterprise could become a strengthening factor for the success of new modes of governance such as open coordination, transparency and active citizens participation which is an overarching concept of EU policy. In the following sections we will briefly outline how the emergence of the diffused social enterprise fits into these policy agendas.

Innovation capability in a knowledge based economy

A crucial precondition for the successful transition towards a knowledge intensive economy is the ability of all actors of the innovation system to learn and react to change. As innovation studies have long been pointing out, it is the quality of the whole system of innovation and no longer the excellence of single elements that determines success within a knowledge-based economy. Linkages and flows of knowledge are increasingly seen as the crucial enablers for innovation. Accordingly, innovation policy in many states, and on European level, is no longer

only fostering a technology push approach but focussing on the provision of spaces for learning and the establishment of linkages between various actors involved in the generation and exploitation of knowledge. One of the most crucial linkages is the one between users and developers of product service innovation. As more and more value is generated by the service components and customers demand integrated solutions for their problems, it is becoming ever more important for successful product innovation to understand the ways products are used. The ability for close interaction with innovative users ready to try out new solutions and report their experiences and even develop their own solutions is thought to be a unique competitive advantage for Europe based companies. Strong ties with innovative users within European markets are likely to induce companies to locate R&D and production facilities in Europe. Past success of European industries has been partly attributed to the quality of linkage between innovators and lead user groups (e.g. IST in Scandinavia). The emergence of social enterprise as described by this research project is offering a potential to exploit this pathway towards sustainable knowledge based competitiveness. Most of the creative communities are likely to actively engage in the joint development of product service solutions. In some areas creative communities will act as lead users and user-innovators. They will enable companies working with them to understand emerging demands for product service systems ahead of others. Understanding and fulfilling demands like “multi – use(r) products” and “semi-professional products” might become crucial success factors for these companies. This is because demands driven by demographic change, increasing diversity of global markets and the need for collaborative work between diverse groups of people over spatial distances are pointing to similar needs as those of creative communities. Also, as the macro scenarios pointed out, social enterprises will most likely be always deeply rooted in their local context so they will enable innovators to “learn how to learn” thus enabling them to develop customised solutions for various contexts.

To sum up, social enterprise could become a facilitator of transition towards knowledge intensive economy, acting as an interface between innovators and users and enabling joint learning and customising of innovation. Furthermore it could help companies to orient their innovation activities towards future demands. Social enterprise is supports the transition to a knowledge intensive economy also in another respect. As indicated in the macro scenario exercise it is likely that the “social entrepreneurs” engaged in one of the emerging types identified by this research project will themselves be engaged in a continuous learning process on how to leverage between diverse demands from people with a high diversity of backgrounds. As it has been pointed out many times by researchers looking at the needs of

Europe in terms of human resources, this is one of the crucial abilities needed by staff on all levels in a knowledge based economy. Successfully innovating within global markets requires strong abilities to collaborate with people from a wide diversity of background. It has also been stressed that Europe is lagging behind in that respect so companies suffer from lack of adequate personnel. Thus companies are very likely to benefit from the emergence the social enterprises if they implement adequate workplace innovation, creating a suitable environment for the social entrepreneur. To sum up, it seems that competencies stressed as vital for knowledge workers are fostered by social enterprises, thus fitting into the policy agenda by creating human resources for a knowledge economy.

Decoupling of economic growth and environmental impact

In 1987 the Brundtland Report, also known as Our Common Future, pointed out the urgency of making progress toward economic development that could be sustained without depleting natural resources or harming the environment. The report provided a statement on “sustainable development”, defining it as: “Development that meets the needs of the present without compromising the ability of future generations to meet their own needs”. The report showed three fundamental components to sustainable development: environmental protection, economic growth and social equity. Since 1987 the concept of sustainable development has become a major point of attention in policy, politics and economics. Sustainable development has been taken up as a fundamental objective of the European Union. The EU has already made significant efforts to promote sustainable development at home and internationally. In 2000 the Lisbon Strategy set out an ambitious agenda of economic and social reforms to create a highly dynamic and competitive knowledge-based economy. In 2001 a broad Strategy for Sustainable Development was launched by the European Council in Gothenburg and in 2002 its external dimension was defined in Barcelona, ahead of the UN’s World Summit on Sustainable Development in the summer of 2002. In 2005 the SDS strategy was revised and confirmed and the mutual reinforcement between SDS and Lisbon strategy was emphasised. The concrete challenge arising from the sustainability goal is to decouple economic growth and quality of life from resource use and emission. In order to achieve this ambitious goal, ways have to be found to intervene in the production-consumption system to reduce environmental impact. In their recent exhaustive study on the sustainability of product service systems Tukker and Tischer (2004) have listed five strategies for this:

1. Enhancing the impact efficiency of technology (clean technologies)
2. Enhancing the product function efficiency of production (same product with less production activity)
3. Enhancing the intensity of use of product functions (sharing, pooling

function combination)

4. Shift of expenditure to other less material intensive functionalities (spending more on immaterial components)

5. Enhancing non-paid quality of life (creating no need contexts)

Each of these intervention strategies has its specific impacts as well as merits and drawbacks. A broad mix of policies and tools to promote sustainable consumption and production, addressing both the supply and the demand side, is already in place in the EU (i.e. Integrated Pollution Prevention and Control (IPPC), the EU Eco-Management and Audit Scheme (EMAS), the EU Eco-label, the new community framework for taxation of energy products and electricity and the Integrated Product Policy (IPP)). Strong R&D efforts are made within the EU research framework programmes to further reduce environmental impact of production and consumption for the whole product life cycle through technological innovation.

However, there is an increasing emphasis on strategies related to new forms of realising quality of life with a reduced impact on environment. The EU expert group on competitive & sustainable production (EC 2001) argued that to achieve a real breakthrough towards sustainable production and consumption a “sufficiency strategy” should be adopted. This again implies a focus on change of whole socio-technical systems:

“Technologies are required but so too are innovations in networks of actors, markets and new ways of providing performance with others instead of just selling products. New relationships and arrangements between actors in the system have to be established and maintained together with new technological configurations. New equipment and production methods are required, while consumers need to change their routines and lifestyles” (EC 2001).

It is obvious that it is not straightforward for policy to intervene in this complex process of socio-technical change. The development of technological elements necessary for such new configurations needs a new approach to product service developments that again demands new skills from companies. Often solutions are required that are outside the dominating socio-technical regimes. A learning process between users and developers and other stakeholders is needed to enhance these solutions. Policy can create protected spaces (niches) for these learning processes. Once stabilized within the niche, the new paradigms could eventually evolve and initiate change of the dominating regime and even the overarching landscape. This strategy is followed by concepts like “strategic niche management” or “transition management” (Kemp R., Schot J. Hoogma R.1998). While it was first focussing on influencing technological paradigms it is now described as a process of socio-technical change. However the crucial issue is to

find niches not only for new technologies but also for the necessary elements of social innovation. While companies developing new products for dominant forms of use can try out their products in normal environments, technologies for new paradigms need to mature in protected spaces where these new forms can be experimented. Social enterprise clearly has a high potential to become such a space. By resolving problems in an original way, these new communities may indicate not only new types of product service systems with reduced environmental impact, but also possible features of sustainable energy and transport infrastructures. Although social entrepreneurs are not necessarily primarily driven by environmental concerns because of their general readiness to do things differently and to try out unconventional solutions, they are most likely willing to experiment with environmentally beneficial innovations and contribute to the adjustment of social and technological innovation towards more sustainable patterns of production and consumption.

To sum up, we argue that by functioning as a “niche of change” social enterprises can become strong enabler of socio-technical transition towards the decoupling of economic growth and environmental impact. They can serve as experimental spaces where not only new ways of using products, but also new ways of achieving quality of life with immaterial factors, can mature. Environmental policy can use these communities to initiate the necessary learning processes for companies and other stakeholders that could otherwise not take place.

The multiplying effect of social enterprises with economic potential

In a number of promising cases collected in the research project, new activities have become visible. These new activities (for example the small home-factory) produce social quality but also local economic activities with high quality. The first research project results indicate what brand new, local enterprises, with high quality and economic feasibility might look like in the future, in contrast with our paradigms of a global economy but also our paradigms of small and medium enterprises. So, the fact that these cases give a new perspective on our local economics is as important as its positive social impact. The economic perspective of these cases indicates that there could be internal multiplying mechanisms in the cases by which the new activities will be spread. To sum up, new activities that contribute to the social quality and have economic potentials are important because they have an internal multiplying mechanism which may enable the new activities to spread.

Social cohesion and sustainable welfare

Social cohesion is one of the prime objectives of the European Union as laid down in the Lisbon strategy and emphasised in the Sustainable

Development Strategy. One main element of policies to achieve this goal is the transition towards new forms of welfare that are financially and socially sustainable.

This political discussion is a result of crisis – or challenges – in the welfare states. Most countries have experienced slower economic growth and increased unemployment that put extra economic pressure on the contributions from the welfare states to individuals and families. In addition we have seen that an ageing population also requires increasing resources from the social welfare system. Esping - Andersen (1996) also emphasized that the needs and wants of citizens have gradually changed because of changes in family structure, occupation structure and the life-cycle has become less linear and standard for large consumer groups. The welfare systems have, in most countries, not been able to meet these new emerging demands. Since the balance between the state, market and families varies from one model to another, it is no surprise that the solutions to the crisis in the welfare states also vary correspondingly. There are significant differences in Europe, as far as both the level of social services and the ways to meet the crises in the welfare society are concerned (see Stø & Strandbakken in this book). (One important element in both welfare state and active welfare societies is the role of NGOs. In modern societies, independent organisations play a decisive part in formulating the goals of social services, financing the services and carrying out the practical solutions. Modern societies are organisational societies, and they contribute to create a civic society beyond the market and State (Pestoff 1998). On the other hand, many of these organisations are bureaucratic institutions, and may not be sensitive to emerging user demand. This again underlines the need for welfare solutions that build on bottom up initiatives and active engagement of citizens. Lately the notion of an “active welfare society” as a positive vision for European welfare systems has increasingly being discussed. The term ‘active welfare state’ started being used in Belgium in 1999 and combines three main ideas:

- An intelligent active state (i.e. the way by which government should conduct and manage its social policy), which signals that government or public authorities continue to play a key role in this conception of welfare, but also signals that active welfare is about new approaches to governance, new approaches at local level, the national level and the EU level.
- A society of active and responsible people in which all citizens participate in the mainstream of social and economic life, exerting their citizenship.
- The traditional ambition of providing adequate social protection for those who cannot participate actively or who have reached the age of retirement is preserved.

The active welfare society concept emphasises the important role of citizen engagement and bottom up initiatives. The emergence of the diffused social enterprise might offer an entry point into such a society as it points to a new kind of active engagement of people in solving their own problems together with others. Functions that are part of the welfare realm such as care of the elderly and children form a substantial part of their activities. However, diffused social enterprise might also offer an alternative pathway for social inclusion beyond classical employment schemes. Active engagement in diffused social enterprise might become a form of employment equally suited to ensure a share in the wealth of knowledge of society which is at the heart of social inclusion. To sum up, it seems that diffused social enterprise might become a core element of an “active welfare society” that is better suited to address the enormous future challenges to our welfare systems.

New modes of governance

Another way to describe this process is the shift from *Government to Governance*. The main idea behind the concept of governance is to involve stakeholders to take responsibility for the political, economic and juridical development in societies, in dialogue with political authorities on European, national and local levels. In the White Paper on European Governance for the EU (COM (2001) 428 final) the document defines the main principles of governance as: *openness, participation, accountability, effectiveness and coherence*. In a report from the Commission (2003), the discussion on European governance also included democratic legitimacy and subsidiarity as other important principles (see Stø & Strandbakken in this book). Diffused social enterprises are an indication of the active civil society that is a precondition of success for such an open governance approach. As the macro scenarios describing the “diffused social enterprise society” clearly indicate, diffused social enterprises are likely to become major actors within such a system of open and participatory governance. Because the realm of activities of the social entrepreneurs will often overlap with governments’ activities there will be a need for coordination and mutual adaptation of visions and strategies. This process would reinforce the move towards open governance by creating trust and mutual understanding between actors from government and civil society

To sum up, the diffused social enterprise is part of the social fabric needed for the concept of open governance to succeed.

Policy agenda for the social enterprise

A possible roadmap for policy action

The macro-scenario has shown that diffused social enterprise alone is

not a panacea. Although each diffused social enterprise has a positive impact in its immediate environment they do not automatically initiate wider societal change. However, as the macro scenarios indicated, if the weak signals are taken up, strengthened, connected and spread, their benefits can be greatly enhanced. Above that, if they are actively complemented by coherent, targeted policy measures they will become strong enablers of wider socio-technical transition towards a sustainable society.

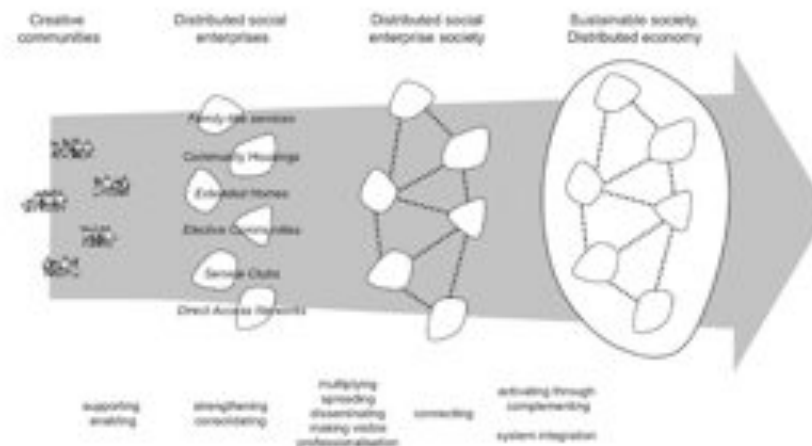
Hence, policy measures to support this process could operate on three different levels:

- Direct support to creative communities to realise their ideas and become stable social enterprises (strengthening the signal of social enterprise)
- Measures to enable more people to start creative communities and to connect them to each other, to potential new members and users (spreading the signal of social enterprise)
- Complementing measures creating framework conditions for transition using the diffused social enterprise as enabler (activating the social enterprise for transition)

On each of these levels policy measures from different realms will be needed: research and innovation policy is called upon to foster the development of product service systems and technologies that are needed to pursue the three objectives. Other policy realms, such as social policy, will need to think of an adequate legislative framework for social enterprise to emerge and flourish. Policy makers engaged in areas like transport or energy policy might want to think how to use social enterprises as enablers for their wider agenda e.g. by providing them with experimental spaces to try out and enhance new concepts. Planning or rural and urban development might contribute adequate collective spaces where the social enterprise can be grounded. In any case, a crucial success factor for all these measures will be their alignment and coordination.

These three levels of policy action could create a pathway from weak signals of creative communities towards an active civil society with a wide range of diffused social enterprises finally leading to a society that is incorporating the principle of sustainability in its social, environmental and economic dimension. Such a development is visualised in figure 1 below. As indicated in the picture the societal development is reinforced by a number of “enabling platforms” fulfilling various functions ranging from direct support via connection and reinforcement to active complementing. These “enabling platforms” are framework conditions supporting the diffused social enterprise transition pathway outlined above. They consist of various elements from different realms such as technologies, connections, spaces and legislation. They need to be implemented through a set of coherent measures from various

policy fields. In the following paragraphs enabling platforms and the associated policy agenda are described in more detail.



The enabling platforms

What do we mean by enabling platforms?

Enabling platforms are seen as a system of material and immaterial elements (such technologies, infrastructures, legal framework and modes of governance and policy making) conceived to generate a favourable context for creative communities and promising cases in order to facilitate the creative communities' possibility to appear, to evolve into lasting social enterprises and to become facilitators of the transition towards a sustainable society. Enabling platforms are in a way an answer to address the needs of creative communities, which we described as “technological meta demands”. They describe more concrete possibilities to fulfil these meta demands by a set of concerted policy measures.

How did we derive the enabling platforms?

The ideas for the enabling platforms arose from various stages of this research. First of all the roadmapping activity generated a number of ideas on what kind of “demand for support” the creative communities express and how these could be translated into more stable enabling platforms. From this the “technological meta demands” were derived which express the needs that social enterprise has for technologies. Secondly, the development of the macro scenario gave some indications as to how the emergence of the social enterprise is linked to changes in the socio-economic framework conditions, with a focus on seven

characterising aspects. This analysis gave insights into barriers as well as enabling measures for the social enterprise but also showed that there is a chance to develop the social enterprise into an enabler of transition towards sustainability. Finally, the research on enabling solutions done to develop the micro scenarios gave hints on more concrete enabling elements for consolidation of the social enterprise. To summarize, the enabling platforms are based upon:

- the demands for support from the creative communities
- the organisational forms of the social enterprises
- the macro scenario that gives insights into barriers and enabling measures for social enterprises. The macro scenario also shows that there is a chance to develop the social enterprise into an enabler of transition towards sustainability.
- the ideas that were developed within the micro scenarios gave hints on more concrete enabling elements for consolidation of the social enterprise

In the following paragraphs each platform is described in an integrated way rather than dividing them and listing the elements according to policy realms. We did this as we think that it is the integration and alignment of the elements that is crucial for the impact. Also this way we leave room for various ideas of implementing the enabling platforms, ranging from government provision to commercial private initiative. For each enabling platform we give indications on policy benefits and policy measures.

Collective spaces

Collective spaces are facilities that can be used by communities for mixed public private functions thus addressing the meta-demand on “sheltering”. Collective spaces are not completely public but jointly managed by a group of people either living closely together or driven by a common interest. The most important element would be a suitable room (house etc.) but various types of equipment could also be part of it (gardening tools, kids toys, workstation etc). Some of them, such as the neighbourhood office could be equipped with advanced technological devices, thus allowing for testing out new forms of collective use, probably in interaction with the providing company (see also: Experimental spaces). There could be a sort of financial contribution from users but it would need to be much lower than conventional renting to facilitate the non-profit activities. A crucial factor for success will be the management of access which has to avoid exclusion on the one hand but at the same time the necessary protection for trust and cooperation. Citizens’ agencies (see below) could play a role here.

Spaces of interest could be the following:

- Green spaces (park, garden)
- working spaces (office, workshop)
- living spaces (kitchen, restaurant, playground)
- meeting spaces (community gathering room)
- caring spaces (children, elderly)

A number of the solution ideas in different realms rely on the availability of such spaces for their realisation. Therefore they can be considered as powerful enablers for more social enterprises to emerge. Ideally a collective space could serve various purposes, thus supporting the flexible integration of functions that is needed by future “mosaic societies” with fluctuating patterns of working and living. Also it would help to bridge between people in various phases of societal integration (generations, working/non-working, professional backgrounds) and enhance the social cohesion of neighbourhoods.

Policy opportunities

- Improve social cohesion
- Foster active citizen participation in welfare functions
- Improve flexibility of working and living patterns which is a precondition for being a knowledge intensive economy, competitive within global economy.
- Possibility of fostering learning for innovation (if combined with experimental space)

Policy measures

- Provide the space
- Facilitate management of access

Multi-Use(r) products

These are products that allow for various forms of shared use. Such products address the meta demands for sharing, synchronizing, personalizing, payment, tracking and tracing and, depending on how much private information is needed to fulfil these demands, also the meta-demand of privacy-guaranteeing. They are relevant enablers in many of the solution ideas. The main challenges are:

- Adaptation of products a large diversity of user demands either by products that meet varies user demands or by products that adapt to a specific user (personalisation)
- Facilitation of shared use
- Synchronising (intelligent management of product exchange between people)
- New forms of ownership and payment (such as pay by use) that are easy to implement in non-professional environments
- Robust products to meet higher intensity of use with low maintenance

- Adapted maintenance schemes

The realisation of multi-user(r) products could be based on advanced technological solutions such as “intelligent” products recognising the user or the type of use and automatically adapting to it. Other solutions could arise from platform concepts that allow the user to adapt the product before using it (e.g. through programming or through selecting certain devices among a wider choice, variable size etc.).

By integrating tracking and tracing technology products and users can be tracked down in order to facilitate the synchronisation between the products and the various users. Also the use intensity can be kept (for example how many car kilometres were driven) in order to facilitate the payment by use. Tracking down users and keeping the use behaviour demands personal information. The demand for support in privacy guaranteeing can arise.

Policy opportunities

- Fostering innovation and enhancing quality of innovation
- Orient technological innovation to societal needs that will become even more urgent in the future
- Improve resource efficiency and lower environmental impact through more sustainable consumption patterns (use intensification, collective use)
- Securing usability for groups with special needs that are important future user groups

Policy measures

- Support multi-usability by integrating it as a criterion in RDI funding
- Include use aspects such as ownership concepts and payment modalities into R&D funding
- Explore supporting infrastructure for product sharing
- Use creative communities and social enterprises as target user groups in government funded innovation projects

Semi professional equipment

Semi professional equipment is used in a non professional environment often even in private spaces to provide a service for a larger group of people. A number of the promising cases collected in the research project are characterised by this type of situation. The challenge is to have products that fit into this environment, which lacks many of the preconditions of a professional environment such as ample space, provision for safety, waste disposal etc. and where non professional people (children!) might be around, but can still be used on a larger scale with some professional characteristics. Solutions could include equipment that can be adapted in size (folded etc.) as well as products that integrate some of the functions of a professional environment

(adaptable shielding). At the same time the challenge is to take into account the opportunities of a close contact between provider and consumer. Diffused social enterprises interact with users on a relatively much smaller scale compared to professional providers. Semi professional equipment that is designed for customization enables social enterprises to exploit this added value. Rapid prototyping technology, technology that is used to produce products on a small scale, can in the future even be a possibility for social enterprises to offer highly customized solutions.

The third challenge is to develop semi professional equipment that is designed for environmental sustainability. Think of highly efficient washing machines, low energy kitchen supplies and sewing machines.

Policy opportunities

- Explore important future innovation areas

Policy measures

- Development of guidelines for safe semi-professional equipment and environmentally friendly equipment dedicated to social enterprises.

Complementary product service systems

These are professional product service systems specifically designed by companies to complement social enterprise activities. The following realms are likely to be of particular relevance:

- Transport solutions. Flexible services to move goods (often small quantities) and people especially on a medium range. Adapted to the special needs of a community, such as transport of the elderly and children and adequate transport of food. Environmentally beneficial transport solutions.
- Information services
- Fluid payment systems

New forms of collective use such as sharing, pooling and joint usage of products, services and infrastructure need new forms of payment that allow for an easy flow of actions without continual interruption for payment. Fluid payment calls for adequate devices (monitoring the time of use or the number of usages) and financial services.

As the services most likely need to be extremely customised, an intelligent booking and ordering system as well as tracking and tracing technologies will often be required.

Policy opportunities

- New innovative products and services likely to become increasingly relevant in future markets

Policy measures

- Incentives for companies offering complementary services and products to users of solutions inspired by the promising cases (e.g. fluid payment systems, multi-users products, semi-professional product) through public procurement or research initiatives

Connecting platforms

Connecting people to people, people to products and services and even products/services to products/services is a very important demand within social enterprises. The connecting platform consists of technological innovations and policy measures to offer the possibility to fulfil these demands as well as possible.

Connecting people to people is about finding people to join a social entrepreneur in starting an initiative, offering a service and to co-operate with people with the same interests, needs and/or beliefs. It is about communication and being in relation. We can easily say that all cases experience this need. Connecting is also about finding other people to make use of a service and get visibility among potential users. Small social enterprises do not always have the appropriate means to get this visibility easily. Next to this communication it is important to learn from each other and share experiences which can induce the start up of new (or maybe similar) initiatives by new creative communities: the multiplication of the social enterprises. The research project itself can be seen as an example of this last one. It gives visibility to promising cases and seeks to inspire others to start up or become part of creative communities themselves.

Connecting people to products and services is about tuning the availability of products and services to the users and visa versa. For example when products are used by multiple users it would fluidify the process of shared use a lot when the user knows when the products are available, where they are and who is using them now. Synchronisation is therefore another important demand behind this platform. Synchronisation is about tuning the availability of products to the needs of the users. An example of an enabling solution that is based upon the connecting platform is the technological device within urban stop scenario, where people “hitch-hike” within a closed network connected by smart electronic devices: this device offers users in need of a ride information about other people that are near and are willing to take that person for that ride. This can be a small device dedicated to this purpose, or a service that makes use of mobile telephones. It is based upon general information and communication technology, tracking and tracing technology and synchronisation.

There is need for connecting products/services to other products/

services when various products and services need to be tuned in order to offer a fluid solution. Think of a car sharing services that would be connected to the public transportation system: It would be very beneficial for the users to get real time information of the actual arrival time for the bus that will bring him to the closest available car-to-share. Connecting and synchronizing products (and services) to other products and services (and of course to the users) fluidifies the use process, results in an effective use of the products available and minimises waiting time.

For the realisation of the platform the further development of information and communication technology is needed. Tracking and tracing is an important element. Probably ‘intelligent agents’ are needed to find the appropriate information (for example ‘the right people you are looking for, among all information that is offered). ‘It is likely that the Internet and/or mobile phones (penetration rate is already very high) will become the device by which the services are offered to the user. But what must be taken into account is that it is always about local information: find people within your neighbourhood, find products that are near, etc. This means that the information and services offered must be dedicated to this purpose.

Policy opportunities

- Many innovation opportunities are arising from the creation of connecting platforms.
- Facilitating connecting platforms as described above will have positive impact on all kinds of social interactions and the social fabric.
- Orient technological policy and innovation to optimisation on a local scale.

Policy measures

- More similar research activities! They are important for the multiplication of promising cases. A next step can be to start up a real life experiment: a creative community that is facilitated by enabling platforms and solutions. Learn from this and use it as a way to give insight into these initiatives, inspire people and mobilize them.
- Developing an infrastructure for communication and synchronisation dedicated to a local scale.
- Focus technological innovation within information and communication technology towards connecting people within a limited physical distance.
- Include development of synchronisation technology for both people and products in R&D funding.

Citizens’ Agencies

Citizens’ agencies are meant to be enablers for any kind of diffused social enterprise to be started but also as a facilitator for existing ones to grow, multiply and flourish. Instead of searching for solutions for various demands such as spaces, people, equipment etc. in negotiation with

various governmental and non governmental actors the citizens' agency would provide the first point of contact for people to embark on a diffused social enterprise. They will be moderating between the various societal bodies to ensure maximum benefit for the policy agendas. There are various possibilities for the organisational realisation ranging from offices within local governments to commercial consultancies. The range and focus of activity would vary depending on the local context but typical functions would include the following:

- collect and adequately process (e.g. database, guide, map) information on existing social enterprises to enable:
- exchange between them
- access for potential new entrepreneurs or users
- systematically collect information on enabling platforms for the diffused social enterprise such as collective spaces, connecting platforms, supportive sustainable infrastructure or solution ideas and provide easy access to this information (probably in the form of guidelines)
- establish contacts with innovating companies providing complementing products and services;
- establish connection with relevant initiatives such as technology platforms, infrastructure innovation (e.g. new multi modal transport initiative, funding schemes for sustainable building)
- provide advice on legal procedures needed to run social enterprises
- monitor the activities of diffused social enterprises and alert local authorities to ensure linkage to relevant planning processes
- provide facilities for meetings and events (e.g. information on new initiative)
- support and organise promotion and dissemination (flyers, posters etc.) offer quality insurance schemes

Policy opportunities

Facilitate and strengthen the social enterprise. Greatly enhance the positive effect of diffused social enterprise above all in the two areas

- innovation policy (through better linkage to innovation activities) and new modes of governance (through better interaction with local authorities)
- environmental policy (through better linkage with eco-innovation initiatives)

Policy measures

- Initiate citizens' agencies and ensure effective functioning of policy.

Experimental Spaces

The experimental space is meant to facilitate socio-technical experimentation. As outlined above, to achieve real changes of paradigms in current modes of production and consumption,

technological and social innovation has to be aligned. If such an alignment is successfully realised within a protected space there is a chance that new patterns emerge in dominating regimes and landscapes. However, it is difficult to find adequate experimental space for both technological and social innovation at the same time. The "open market" does not offer many possibilities to try out new forms of use. As argued above the diffused social enterprise could become such a socio-technical micro-experimental space. This could be done by establishing a forum composed of a specific social enterprise (or a few similar ones) and people engaged in related innovative activities such as:

- companies providing complementary services;
- companies developing products for new forms of use (see above e.g. multiple use products or semi-professional products);
- local planning authorities involved in urban development or infrastructure innovation.

In order to initiate the joint learning process the experiment has to be carefully set up depending on context and learning goals. Some of the following elements could be suitable:

Companies provide the social enterprise with prototypes of their products while the communities try them out and give feedback about the suitability for their purposes.

The social entrepreneurs and companies together engage in joint innovation for social enterprise needs (e.g. applying the lead user method). Thus there is not only learning about complementing new forms of use but also on methods for user producer interaction. Advanced technological support tools such as virtual reality design space could also be used if adequate. Planning bodies provide funding for social enterprises to install innovative devices (e.g. waste collection facilities, passive house) in turn social enterprises report experience allow for monitoring (e.g. measuring) and suggest improvements.

Planning bodies thinking of trying out new paradigms link up with social enterprises to act as lead users.

Social enterprises become part of R&D projects to make sure social innovation is adequately recognised in technological innovation.

Special case: "green experimental space"

A special case should be made for experimental spaces that are explicitly designed to foster environmentally beneficial innovation. As outlined above in the considerations on environmental policy, the diffused social enterprise offers a unique opportunity for enhanced socio-technical innovation in general. However it is particularly

suited to become an incubator of large scale change of paradigms towards more sustainable patterns of production and consumption as these heavily rely on new patterns of use to go along with new technologies and infrastructure. The green experimental space would link specific environmentally benign innovation projects to diffused social enterprises by asking them to use these technologies to enable learning about how these can be used and improved.

Fictive green experimental spaces using real promising cases:

- A car sharing company offers to try out various models of zero-emission car and run a first small network of recharging station (electric vehicle, hydrogen car etc.). In return the users report the difficulties they encountered each time they use the car, what could be improved etc. There are regular meetings with company engineers and managers as well as local planners to discuss the experience.
- A car sharing company offers to install a device in their cars that connects them to a “mobility sharing infrastructure”. Each time someone uses a shared car she can opt to receive messages from people looking for a ride, thus creating a new infrastructure of people connecting to go together in one car. Also here the users report back to allow for improvement of the scheme
- A co-housing community is offered all kinds of environmental efficient products and systems to be used and shared, like washing machines, power generation, etc.
- A co-housing community receives substantial funding to install a water saving technology. In turn, they allow engineers to install measuring devices and regularly control the performance of the system.
- A passive house is build by a local authority to be used by local diffused social enterprises for various purposes. They have free access but are asked to report on their experience and give regular feedback to the construction team.

Policy benefits

- Create linkages between users and producers and the ability for joint learning, thus improving the capability of the innovation system
- Create knowledge and skills (technological and organisational) for innovators enabling them to meet future demands
- Generate new ideas for innovative product service systems
- Initiate transition towards sustainable production and consumption patterns
- Speed up learning on environmentally beneficial technologies
- Generate publicity from the different experiments: thus spreading the ideas to a wider audience

Policy measures

- Actively create experimental spaces with social enterprises

- Research initiatives supporting skills and technologies for user producer interaction

Participatory Governance

Social enterprise will reweave the social fabric by creating new social and physical spaces. Thereby they will become major stakeholders in governments' activities operating on those spaces from another direction. From local urban planning processes to policy strategies aiming at reform of social security and health care systems social enterprises will need to have a voice. Thus on the various levels of government an effort needs to be made to include social enterprises as actors in the governance system. They should be actively integrated into various planning processes as well as standardisation processes (e.g. product labelling, usability norms etc.) on local but also national and cross-national level. The social enterprise could thus have a role to play in putting into practice the active engagement of civil society into governance. Above specific policy activities it seems a good approach to initiate more general future oriented vision building processes among wider groups of societal stakeholders. Policy instruments such as Foresight, Constructive Technology Assessment or consensus conferences are aiming in that direction. Also here social enterprises are most likely to become valuable contributors.

Policy benefits

- The social enterprise might function as a mediator facilitating more active involvement of civil society in policy design and implementation. Policy measures
- Implement modes of governance open for stakeholders from civil society
- Recognise social enterprises as one of these stakeholders and actively involve them in decision making and policy implementation
- Implement participatory future oriented vision building processes (Foresight) with the social enterprise as active contributor directed at:
 - Building future oriented visions for a social enterprise society in a certain territory (region, city, nation etc.) e.g. health care system 2050
 - Building future oriented visions for sustainable socio-technical innovation in the social enterprise society relating to a certain technology field (e.g. collective ambient intelligence)
 - Building future oriented visions embracing the role of social enterprise in a specific arena of transition (e.g. social enterprise health care system)

Enabling Working environments

To be able to participate in the social enterprise people need to have the possibility to flexibly shape their engagement into working life according to their needs. New possibilities are needed to switch between different levels of engagement in working life, community life and private life as well as training and education phases without putting at risk workplace

security. Furthermore, the amount of workload should allow people to take up responsibilities in other realms in parallel to their professional carrier. Finally, to be able to benefit from the valuable skills social entrepreneurs develop, companies need to embrace adequate workplace innovation that allows people from all workplaces to continuously learn and contribute actively to innovation activities.

Policy benefits

- Enabling people to actively engage in social enterprise thereby bringing about the benefits in various policy arenas outlined above.
- Use of valuable innovation skills within companies.
- Policy measures
- Supporting flexibilisation of working patterns (from flexible daily amount of work up to various phases over whole lifetime) governed by the individuals concerned e.g. through legislative framework (right for part time) but also awareness raising campaigns.

Legal Framework

There should be a legal framework that accommodates the type of activities focused in this research. This platform does not have (new) technological elements, but contains merely policy elements. This platform offers a context in which the scenarios from section 2 are able to arise and flourish.

- Legislation on working at home (safety): the household micro entrepreneur often offers his service from home, see for example Nidi in casa which offers childcare in a home environment, with only a small amount of kids. Often it starts off rather amateurishly and expands to a semi-professional level. Working life and private life will often be highly integrated. Safety of the working environment will probably not be an important issue for the small entrepreneur.

When people actually go to work and do their job in a working environment they are (often) insured in case of an accident, their working environment must apply to certain standards, etc.

But instead of this 'safe' environment, within the scenarios work is going to be highly integrated with private life and executed on an amateurish level or semi-professional level. Because of this, government needs to offer new legislation on the working environment in order to enable the entrepreneur to do what he wants and minimise his risks.

- Many of the initiatives operate in a financial, and probably also juridical, "grey" zone as far as taxation and other matters are concerned. When we open up for some of the new social enterprise initiatives, these opportunities could also be seized by "illegitimate" actors. Already, some of the cases raise this kind of questions. Three categories of problems have been identified:

_Legal and economic matters linked to use of public spaces in cities.

Especially the relationship between ideal and commercial organizations

- _Taxes on labour in alternative economies where exchange of labour replaces conventional money systems
- _Taxes on goods and services in new cooperatives where individuals are members and not customers.

These questions, related to both opportunities and possible "grey zones", could be discussed and solved at the political or administrative level. However, we will argue for knowledge based decisions and will recommend including these matters in the 7th Framework Program of the EU, concentrated on the following questions:

_What kind of political and financial support is necessary to expand the social enterprise within modern European countries?

_How can these new forms of taxation be developed to reduce the risk of creating "grey zones"?

_What kind of juridical changes are necessary in order to protect the bottom-up initiatives, and secure that they don't clash with other EU priorities?

- Recognition of family companies

Many initiatives start from home. These semi-professional services run by families (voluntary or contributing to the family income) should be recognized and acknowledged as such by the government.

- The social enterprises show creative communities that often from a need initiate a specific service. Sometimes it will start little, but later it expands into a 'full time job'. Some cases have the opportunity to expand into an economic success, but a lot of cases show people acting on a voluntary basis. Policy measurements should in a way facilitate the voluntary work that supports social cohesion. For example: by facilitating flexible working contracts and conditions with employers, in order for employees to be able to expand their voluntary work. But also supporting for example cheap childcare (like micro-nurseries at home) can make it feasible for a social enterprise to survive and execute its service.

- New organisational forms for group living

• People living together in a group, sharing spaces, products and probably also time together should be able to expect a new organisational form that formalizes specific rights and obligations between the inhabitants in that way. The new organisation form also shows the acceptance of these new life forms by the government.

Highlighting policy messages

- The diffused social enterprises give rise to a number of innovation opportunities for new product service systems that can be exploited right away.

- Diffused social enterprises provide a strong opportunity to learn now about demands on product services systems that will become ever more important in the future.
- The emergence of the diffused social enterprise improves the quality of the innovation system by creating linkages between users and providers and enable joint learning
- The diffused social enterprise can become an enabler of transition towards more financially and socially sustainable active welfare societies
- The diffused social enterprise holds a high potential to become an enabler of transition towards more sustainable modes of production and consumption by functioning as a “green experimental space” where social and technical innovation is aligned. The social enterprise can help to speed up change towards environmentally benign infrastructures (transport, energy).
- Diffused social enterprise holds a high potential to facilitate active citizenship by functioning as a mediator between government and civil society
- Diffused social enterprise helps create skills needed in a knowledge intensive economy
- Social enterprises show local economies successfully flourishing within global markets

These benefits can only be fully exploited if the emergence of social enterprise is actively complemented by the supportive policy measures we have described as “enabling platforms”. To realise enabling platforms, an alignment of policies from various realms is crucial.

Conclusions for industrial research funding

The Emude research was financed by the European Commission Directorate Research unit Industrial technologies/Production Processes (DG RTD G2/NMP). In their work programme for FP6 the following vision is outlined as a guideline for their funding activities:

“The twofold transition towards knowledge-based society and sustainable development demands new paradigms of production and consumption. There is a need to move from resource-based approaches towards more knowledge based ones, from quantity to quality, and from mass produced single-use products to new concepts of higher added value, eco-efficient and sustainable products, processes and services.”

To achieve the necessary transformation of industry the group has adopted an integrated approach that “should cover consumption patterns so that the complete industrial cycle conforms to the societal requirement for sustainability” (NMP workprogramme FP6).

Although the Emude research was not directly dealing with industrial technologies and production processes its results fit very well into this integrated approach. The vision of a new social fabric made of diffused social enterprises as enablers of sustainable production and consumption and the NMP vision of competitive highly agile knowledge based manufacturing located in Europe are well in line with each other and even mutually reinforcing. The scenarios drawn by the research on micro and macro scale clearly indicate that the possibility to learn from innovative, creative and active consumers and users can become a competitive advantage for European manufacturing industry. Hence, it might well be worthwhile for industrial research funding to take measures to enable manufacturing companies to engage into this learning process. While large scale benefits from the transition process towards sustainable production and consumption can be expected in the long run, a number of immediate benefits for manufacturing industry could already be derived now:

- Learning about product demands that will become ever more relevant in the future
- Learning about new solutions for fulfilling people’s needs that might lead to new product service systems or even new business models
- Learning about new modes of operation that might be required of manufacturers in the future such as new forms of localisation, new dimensions of flexibility and new forms of interaction with customers.
- Learning about learning from innovating users

There are various possibilities for the NMP unit to derive these benefits for European industry through targeted activities such as:

- Fund research on production processes and organisational skills needed by manufacturing companies to flexibly interact with creative innovating users
- Spread the results of the research to manufacturing industry e.g. via the Manufacture platform to support them in their efforts to understand how societal changes might affect them.
- Include the “technological meta-demands” and the “enabling platforms” in research funding criteria wherever applicable (e.g. suitability for collective use, multiple use, semi-professional version etc.).
- Encourage consortia applying for R&D funding to take into account the emergence of the diffused social enterprise and their demands in their guiding visions.
- Include new forms of use into manufacturing Foresight
- Include creative communities as relevant possible user groups for product innovation (e.g. neighbourhood office as possible user for new co-operative working equipment)
- Support manufacturing companies to take into account the impact of emerging societal changes into their strategy building
- From observation to experimentation (see below)

The way forward – From observation to experimentation

We have outlined several elements of policy agendas enabling and being enabled by diffused social enterprise. However, what possibilities are there of making further use of the rich body of knowledge and understanding that has been generated in the research? How can we advance the research? We see the following main needs for further similar research activities:

- Better understand the specific conditions for diffused social enterprise to flourish and help transition in various cultural contexts e.g. specific needs in new member states
- Collect more examples in order to get a better understanding of the scale of development of the diffused social enterprise in Europe
- Actively feed the results into the relevant debates such as new welfare concepts, sustainable development, diffused economy, transition towards knowledge economy.

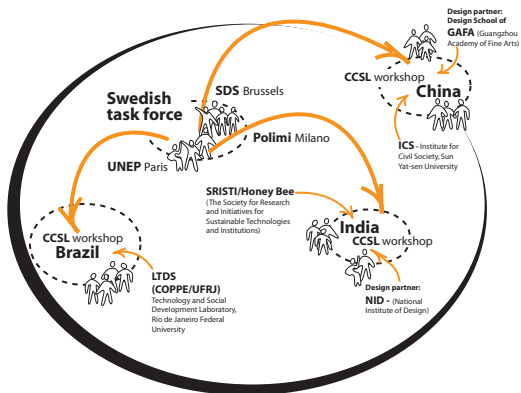
However, we also feel that it is time to make a step further and proceed from observation to experimentation. We can envisage creating a “niche”, a protected learning space, where a few creative communities come together with local companies to experiment with joint innovation towards a special need (e.g. household device producer to develop a semi-professional product for a housing project). The knowledge created in the research could be used to moderate and support this process e.g. by introducing relevant “solution ideas” or getting advice from other creative communities. Experience, such as the arising demands for the manufacturing process, could be captured and disseminated.

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developments



Creative Communities for Sustainable Lifestyles

Parallel to the collection process of promising local initiatives and their development into new and more sustainable solutions, the EMUDE research tends to change the meaning of the observed initiatives themselves. In pragmatic terms, the strategic design operation applied to social innovation may improve its visibility, facilitate its accessibility, fluidify its management... and consequently improve its possibilities to disseminate and perpetuate. On a more symbolic level, initiatives considered in the EMUDE process tend to acquire a higher value: from local resolution of specific problems they end up being regarded as potential models of new and more sustainable lifestyles at a global level: from means of sustenance with a niche effect and low consideration they tend to focalise attention as creative bottom-up innovations for sustainability. This shift shines a new shade or interesting light on social enterprises as agents of transition towards a sustainable society.

Investigating grass roots innovations

The Creative Communities for Sustainable Lifestyles (CCSL) project emerged from these considerations to deal with grass roots innovations in everyday life and their implications in terms of promoting sustainable lifestyles. In particular, it compares European experiences with those in emerging countries, especially among their growing urban populations. CCSL focused on three aspects:

- the nature of the groups of people who generate these innovations (creative communities);
- their role in promoting new and sustainable lifestyles (promising cases) and
- the possibility of making these promising cases more accessible, replicable and effective, (enabling systems).

The project is part of the Task Force on Sustainable Lifestyles, within the United Nations 10 Year Framework of Programmes on Sustainable Consumption and Production. This program usually called the Marrakech Process, is led by the United Nations Environmental Programme (UNEP) and by the United Nations Department of Economic and Social Affairs (UNDESA). Its aim is to catalyze and guide the transition towards a more sustainable global economy.

Within the Marrakech Process, the Task Force on Sustainable Lifestyles is an initiative supported by the Swedish Ministry for Sustainable Development. Its specific goal is to develop and implement sustainable policies to change consumer behaviour and promote more sustainable lifestyles.

CCSL's main objective was investigating possible links between grass roots innovations and promotion of sustainable lifestyles. In particular, it set out to answer the following questions:

- Considering grass roots innovations in different countries: what are the similarities and differences between the European cases and those in emerging countries? What can Europe

learn from the emerging countries, and vice versa?

- Considering grass roots innovations in emerging countries: do these cases indicate a direction for sustainable lifestyles? In particular: do they indicate sustainable lifestyles for the growing urban population in emerging countries?
- Considering successful cases of grass roots innovation: how have they been improved and replicated? What kind of specific initiatives have been promoted? What are the differences between the European cases and those in emerging countries?
- Considering the question of improvement and replication: could the communication and design capabilities that have been applied in some European cases be usefully adopted in emerging countries' context?

Good Ideas spread worldwide

These topics were discussed with local organisations (NGOs, institutions, associations and academia) in China, India and Brazil, during a series of workshops held in these countries during 2007. Amongst the different results that came out of the CCSL research programs, one of the main claims found was that 'good ideas spread worldwide': similar cases of creative communities were found in different countries with very different economic, social and cultural backgrounds that altogether represent original ways of dealing with everyday problems, i.e. anticipations of sustainable lifestyles.

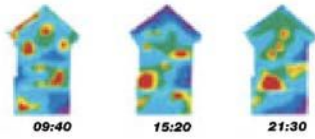
CCSL is currently developing in different ways. Firstly, the approach triggered follow-up initiatives by the institutions and partners involved in India, China and Brazil dedicated to investigate the contextual meaning and potentialities of creative communities and their role in promoting social leapfrogging towards new and more sustainable lifestyles. Secondly, follow-up activities are under discussion: they regard the possibility of extending the exploration of the creative community concept to other regions (e.g. Africa) and the identification of strategies through which these bottom-up initiatives could be translated into possible institutional structures.

CCSL was coordinated by DIS-Indaco Politecnico di Milano in Italy and by Strategic Design Scenarios (SDS), in Belgium, with the United Nations Environmental Programme (UNEP) as main partner. Local partners were:

- Brazil: LTDS, Technological & Social development Laboratory, Rio de Janeiro Technical University.
- India: Sristi /Honey Bee, The society for research and initiatives for sustainable technologies and Institutions in Ahmedabad; and NID, National Institute of Design in Ahmedabad;
- China: ICS, the Institute of Civil Society, Sun Yat-Sen University; and GAFA Guangzhou academy of Fine Arts.



SMITHS
FAMILY'S
PATTERNS:



Sustainable Everyday Project

“Sustainable Everyday, Scenarios of Urban Life” the main exhibition within the 3 years program “La Memoria del Futuro” (the memory of the future) at the Triennale di Milano in 2003, was the founding event of the Sustainable Everyday Project (SEP). The exhibition catalysed several years of research activities at the crossroad of design for sustainability¹, scenarios building and development of product-services systems². It appears to be a key moment also because it was the first time the prestigious Milanese institution hosted a major event introducing a focus on sustainability and for that relying on design of services rather than artefacts. The language used in the exhibition intended to sign a breakthrough in usual design patterns, both introducing new design attitudes from participative processes in the co-design of the scenarios to new sets of video-based tools adapted to service design to ‘lighten’ exhibition design, making the event itself more sustainable. Finally, it also signals the start of network activities on these topics involving design schools as both content providers of locally based scenarios and agents of change in the design culture.

The need to sediment beyond an ephemeral founding event, conceived by all these fruitful converging design trends, leads to the creation of the Sustainable Everyday Project. SEP is an international enabling platform on sustainable lifestyles. It proposes an infrastructure, background knowledge and a set of communication and organisation tools with 3 aims:

- investigate and diffuse new and more sustainable ways of living in urban environments;
- promote social conversation amongst wider audiences on new scenarios of well-being;
- support accessibility and dissemination of new sustainable lifestyles.

SEP is composed of three integrated parts: an exhibition, a platform and a digital magazine.

A travelling exhibition

Following the initial venue at the Triennale, the SEP exhibition presents a selection of cases and scenarios to prompt strategic conversation with the close scientific community and to give visibility to new visions of sustainable daily living to a larger public. One of the core motivations to develop an exhibition was to extend the participative process of scenario building into a ‘participative exhibition’ where on the one hand, visitors coming to an event focused in a more ‘sustainable everyday’ are by essence potential adopters of the solutions proposed and, on the other hand, the exhibition is not conceived as an end product but as evolving and enriching with contributions of visitors. Different interactive installations have been developed, offering visitors the possibility to leave video comments on the solutions, choose their preferred mix, build their own scenarios...

www.sustainable-everyday.net

and leave traces of their interactions, turning the event into a large, local focus-group on sustainable lifestyles.

SEP is then an exhibition-in-progress. It has been conceived to be adaptable to many local conditions and continuously up-gradable, becoming a catalyst of local initiatives and constantly integrating new contents. It adapts to a wide range of events from large Art & Science museums to professional public fairs or focused scientific conferences. Since 2003 it has been travelling to Milan, Brussels, New Delhi, Florence, Bratislava, Paris, Eindhoven, Montréal, Aalborg, Wuppertal, Bolzano and Tokyo.

An hosting platform

The SEP platform hosts several research activities and didactic workshops relating to design and sustainability fields in everyday contexts. It offers visibility in an open web space, promotes synergies and collaborations between the various hosts and gives access to a library of useful tools, selected literature and links to support strategic design for sustainability.

The EMUDE research project is one of the projects currently hosted in the SEP platform, which has enabled this research project to extend after its conclusion. It provided a base: a collection of cases of social innovations gathered all over Europe, and has inspired since then a range of didactic activities reproducing entirely or partly the initial EMUDE’s case-based design process. Design workshops have been held in Aalborg/Denmark, Leeds/UK, Montréal/Canada, Brussels/Belgium, Milan/Italy, Hong-Kong/China, Paris/France, Saint-Étienne/France, Totnes/UK, Tohoku/Japan, Orléans/France... contributing more examples of local initiatives worldwide to the initial promising cases repository.

A digital magazine

One of the main activities of the SEP is then to publish and complete the Catalogue of Cases of promising social innovations towards sustainability, started with EMUDE, to trigger social conversation on sustainable lifestyles.

The principle of the editorial board is to select, give visibility and raise discussion on the key outputs from all hosted activities and projects.

The Catalogue of Cases presents a selection of more than hundred initiatives of social innovations, promising in terms of sustainable development. Its purpose is to concentrate stimulations for new sustainable models of organization focusing urban daily life contexts. The second activity of the digital magazine is to generate a Scenarios Laboratory. The

Lab displays sustainable everyday visions and solutions inspired by the previous cases articulated in possible alternatives to current mainstream ways of living. It interacts with users through material such as films, story-boards, stories...

One of the current SEP Lab's main activities is to support, create and organize quite a large scenario-generation process to contribute to the Global Survey on Sustainable Lifestyles conducted by the United Nation Environmental Program. Design schools worldwide will suggest local visions, asking what a more sustainable daily life could be like and proposing them for the debate.

Actors:

SEP is jointly promoted by DIS-INDACO Politecnico di Milano and Strategic Design Scenarios in Brussels. It is open to all partners who will commit themselves on these themes with the same open approach.

SEP is an independent network funded by public research projects and organization of events. Editorial activities are based on a voluntary participation.

SEP events received the patronage of UNEP United Nations Environment Program.

Network:

Cases and solutions have been detected and developed with the collaboration of a international network of design schools:

- _Academy of Fine Arts in Krakow, Poland
- _Domus Academy, Milan, Italy
- _ENSAD Ecole Nationale Supérieure des Arts Décoratifs, Paris, France
- _ENSCI Les Ateliers, Paris, France
- _ESADSE Ecole Supérieure d'Art et Design de Saint-Étienne, France
- _ESDI / UERJ Escola Superior de Desenho Industrial, Rio, Brazil;
- _Estonian Academy of Arts, Estonia
- _Guangzhou Academy of Fine Art, Division of Design, Canton, China;
- _Hong Kong Polytechnic, University School of Design, Hong Kong, China;
- _Hunan University Department of Industrial Design, Changsha, China;
- _IAV, Institut des Arts Visuels d'Orléans, France;
- _International Design School, for Advanced Studies – IDAS, Seul, Corea
- _Istituto Superiore di Design – ISD, Napoli, Italy
- _La Cambre, ENSAV Ecole Nationale Supérieure des Arts Visuels, Brussels, Belgium
- _National Institute of Design NID, Ahmedabad, India
- _Politecnico di Milano, Italy
- _School of Architecture and Design, Aalborg University, Denmark
- _School of Design, The Glasgow School of Art, Scotland
- _School of Design, University of Applied Sciences, Cologne, Germany.
- _The School of the Art Institute of Chicago, Chicago (Illinois), USA
- _Tokyo Zokei University, Tokyo, Japan
- _Tsinghua University Dept of Industrial Design, Academy of Arts & Design, Peking, China
- _TU Technische Universiteit Eindhoven, The Netherlands
- _University of Art and Design Helsinki, Finland
- _University of Alberta Department of Art and Design, Edmonton (Alberta), Canada
- _UQÀM, Université du Québec à Montréal, Canada

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¹ DfS network (Design for Sustainability) was started at the Honk-Kong Politechnic, University School of Design by Ezio Manzini and generates among other achievements, 15 workshops of scenarios building in design schools in 10 different countries between 2001 and 2003. Results were integrated in the 'Sustainable Everyday' exhibition and published as separated additional booklet of the exhibition catalogue: "Album, a Catalogue of Promising Solutions, edited by E. Manzini and F. Jégou, Edizione Ambiente, 2003".

² 3 major research projects funded by the European Commission provide the scientific background and the experience of designing new and more sustainable solutions: SusHouse (Strategies towards the Sustainable Household), MNP Program, 1998; HiCS (Highly Customised Solutions, Solution-oriented design, production and delivery systems), Growth Program, 2000; MEPSS, (Methodology for Product Service Systems), Growth Program, 2001.

LOLA, Looking for Likely Alternatives

Teachers on all levels of the educational system face the challenge of connecting theory and fact with real life experience. Schools often become worlds apart and abstract from the community in which learners exist. And teachers must also deal with the problem of describing negative trends and events without causing the learner to become depressed and convinced that no positive options exist. Education for sustainable development traverses the thin line between the transmission of what can sound like “doomsday prophecies” and the sharing of what can be construed as “constructive cases of viable possibilities”. The LOLA (Looking for Likely Alternatives) came into being when a group of educators and designers recognized the potential pedagogical benefits of the EMUDE research project and began to consider how a modified version of the EMUDE procedure could be used, not only in design schools, but in schools in general.

The EMUDE European research project started with the involvement of design schools from eight European countries in a process of collecting examples of social innovation. The design students –more than 200– and their professors who took part in the collection process enjoyed it, and discovered a new field of investigation for designers at the crossroads of design for sustainable lifestyles and ethnographic approaches to users. The designers went beyond mere reflection on the eco-design of goods, and began questioning larger systems related to everyday activities, focusing on peoples’ way of living as a whole, meeting creative communities and exploring new areas of social innovation.

Investigating social initiatives as a didactic process

In May 2005, the initial outcomes of the EMUDE research project were presented by The Sustainable Everyday Project in an exhibition at the second international conference of the Consumer Citizenship Network which was held in Bratislava. The reflections from the EMUDE experiences were discussed amongst the CCN partners within the context of education for sustainability and responsible consumption. These discussions lead to a consultation about how to adapt the EMUDE process so it could become a didactic activity for raising awareness about sustainability issues through the investigation of examples of social innovation. In addition to being able to review inspiring cases of sustainable solutions for daily living and possible alternatives to the mainstream way of living, the very process itself of investigating initiatives was considered to be a significant and new “hands-on” approach to learning about sustainable lifestyles. The process of “looking for likely alternatives” could highlight a pragmatic focus on day-to-day concerns, the proximity of initiatives located in the neighbourhood, the nature of investigation outside school walls, contact with the promoters of the initiatives who often evince strong social, ethical and environmental commitment, and discussion of the potential impacts of the initiatives. Thus the project, Looking for Likely Alternatives (LOLA), was born. It was first launched in 2005, as a pedagogical tool for teachers and students, which assists them in the process of

identifying, evaluating and documenting cases of social innovation of sustainable lifestyles.

The LOLA project’s goal is to help teachers and their class to discover, approach and give visibility to new sustainable lifestyles in their surroundings. It goes beyond the common pedagogical use of case studies and project work which tend to be limited to the immediate classroom context. The process brings the students into direct face-to-face contact with groups of people who not only question their current lifestyles but make efforts to change them.

It connects the work of teachers and learners at several schools through an ICT platform in a collective search for examples of universal value, thereby putting into action the goals of the UN Decade for Education for Sustainable Development (2005-2014). It is a process of integrating initiatives dealing with “learning to learn” and “learning for a sustainable future” concerned with learning to be a critical, aware, consumer citizen.

Involving the CCN network in the co-design of a Teaching Pack

A LOLA pilot project was first developed in 2005-6 and involved teacher training colleges in Belgium, Norway and Portugal in the process of collecting cases of social innovation, documenting the didactic process, sharing the results and participating in discussion about the results and the experience.

The LOLA pilot project developed a Teaching Pack based on a set of Step-by-step Cards and a Tips & Notes support sheet to help teachers and learners in organizing the activity in the class. A Student’s Reporter Book was also made which supports the collection of cases by the learners.

Each class plans its own learning process together with their teacher. They decide upon their own combination of activities by using the LOLA step-by-step cards. The cards provide a variety of approaches as to how the learners can investigate their own neighbourhood, interview people, reflect upon what they meet, share their discoveries with others and finally develop a more critical view of their own lifestyle habits.

The LOLA Teaching Pack has since been translated into English, French, Flemish, Lithuanian, Norwegian, Portuguese, and Slovakian by the CCN members who used it. Currently, the project has started a second implementation phase which consists of testing LOLA in secondary schools. Ten LOLA Ambassadors are engaged in informing about the project in their own countries in and outside Europe and involving more teachers in the LOLA experience. They assist in linking the LOLA process to the goals and criteria of national school curriculum. A travelling LOLA exhibition and a web platform (www.sustainable-



everyday.net/lolaprocess) support the increasingly widespread use of LOLA and its adaptation to national requirements. At the moment, ministries of education in two countries have publicly endorsed the use of LOLA by teachers in their countries.

The LOLA project has been recognized internationally as highly relevant to the efforts being made to promote education for sustainable consumption. LOLA functions well as a complementary activity in relation to the YouthXchange materials created by UNEP and UNESCO for the U.N. Decade for Education for Sustainable Development. LOLA also contributes to the reinterpretation of indigenous knowledge in situations where examples of traditional lifestyles may inspire more sustainable solutions than newly adopted patterns of behaviour. LOLA is a pedagogical methodology which will be usable in rural communities as well as in urban ones. Additionally, LOLA supplies more than just a documentation of likely alternatives of sustainable lifestyles—it stimulates communication and enhances motivation, thereby supporting the basic tenets of social innovation as a means of revitalizing society.

The Sustainable Everyday Project has coordinated the LOLA activities and the LOLA project has been sponsored, as a part of the Consumer Citizenship Network project, by the Socrates program of the European Commission and with the support of the Norwegian Ministry of Education and Ministry of Children and Equality.



DOTT 07

The Emude experience was a significant influence on a national innovation programme in the UK, Designs of the time (Dott 07). A national initiative of the Design Council with the regional development agency One NorthEast (ONE), Dott 07 was a programme of community projects, events and exhibitions, developed with people from the region, that addressed two questions: 'what might life in a sustainable world be like?' and 'how can design help us get there?'

Accelerating existing projects

The Emude lesson for Dott was that many grassroots experiments are already happening - but often invisibly, and below the radar of policy and mainstream media. Dott's role was therefore not to create projects from zero, but to discover and accelerate existing grassroots innovation by bringing in additional design skills, technology platforms and resources, as and when they were needed.

Everywhere in North East England we found people dealing innovatively with daily life in all manner of creative ways. Once a group of eight core projects had been identified, the Dott team then appointed a Senior Producer/Designer to develop each project and to identify and involve new stakeholders, partners and citizen co-designers as events progressed.

The Dott team realised that if community ownership of the new initiatives was to become a reality rather than a platitude, projects should be organised in such a way as to make it easy for people to participate.

Move Me

The Move Me project, for example, tackled the need for mobility and access in a rural community in Northumberland. In policy terms, the project looked at transport intensity, rural access and resource efficiency. In Dott terms, Move Me investigated practical ways to improve daily life for one community in one place by designing a reliable and sustainable transport service without adding more cars or building new roads.

Urban Farming

Another Dott project, Urban Farming, involved residents from Middlesbrough to increase local food production. In policy terms, project explored ways of seeding change at grassroots level on such priority issues as landholding ownership and usage; urban regeneration; supply infrastructures and food miles. In Dott terms, Urban Farming engaged a substantial number of citizens in practical activity that gave them direct experience of growing their own food in previously unused spaces in their homes, parklands, town-centre planters and containers around the town.

<http://www.dotto7.com>

Low Carb Lane

Low Carb Lane set out to explore what it would take for one residential street to reduce its carbon footprint and save money on energy bills. During their insights work, the Dott lively work team discovered a major barrier to reducing carbon emissions for the community: energy efficiency measures are not a priority for households affected by fuel poverty or whose main concern is the decline of the street through neglect, arson and community tension.

Sustainable Tourism

The subject of sustainable tourism was also addressed in a Dott project. An international design camp brought together young designers, senior students, visual artists and young professionals from across the globe. Each team was allocated to a different location and asked to investigate how sustainable tourism might be developed and implemented there. One group worked with the rural community and industrial heritage of the North Pennines on a project titled 'Revealing the Invisible'. The concept involved night-time outdoor light installations that evoked Allendale's lead mining heritage. These beautiful installations highlighted industrial structures that have become ruined or have disappeared completely. Another group investigated the concept of power generation as visual spectacle and tourist attraction. It asked: can wind power have a positive effect on the landscape and tourism?

Mapping the Necklace

In a project called Mapping the Necklace Dott 07 teamed up with The Durham Necklace Park team to sponsor a 4-day 'mapping' event called 'Mapping the Necklace' - a 12-mile stretch of riverside that runs through the city centre of Durham, a world heritage city. Local mapping teams mapped different aspects of the territory using film, video, or the written word. 20 original films were made from the mapping weekend and displayed in the Dott 07 Festival.

The results of all Dott projects were presented at a 12 day public festival in Baltic Square on the banks of the River Tyne - a birthplace of the carbon age. The event attracted more than 20,000 members of the public.

Dott 07 projects did not propose global answers - they were site-specific, and were co-designed with citizens. But they usually incorporated new technology, and in every case novel design challenges were confronted. The ones on display were a variety of scalable models, tool kits, scenarios, pilots and prototypes. More than 80 per cent of visitors said they had been inspired by their visit and more than three quarters said they had gained new knowledge and understanding of design processes and sustainability.

Priya Bala-Miller

has worked on issues of sustainable development at the international and grassroots level. In her role as Senior Policy Officer at CI, she coordinates international work on sustainable consumption (SC) and corporate accountability. In this capacity, she has worked on developing a media network of consumer journalists to mainstream concepts of SC among consumers, and on projects aimed at implementing the UN Guidelines for Consumer Protection (Section G on SC). In 2005, she authored the CI publication *Streetwise: A snapshot of the street food sector in Asia and Africa*, which considers the role of the informal economy in supporting food security and food safety in resource poor communities. Ms. Bala-Miller holds a Master of Arts Degree in Conflict Analysis and Management from Royal Roads University (Canada) and her dissertation work examined the role of corporate accountability in the mining sector during periods of conflict in the Democratic Republic of Congo.

Carla Cipolla

is a research consultant with a PhD in Industrial Design from Politecnico di Milano / INDACO – Italy, and Master of Science (MSc.) in Production Engineering from Federal University of Rio de Janeiro / COPPE - Brazil. Her work is on Service Design with a focus on sustainability, social innovation processes and entrepreneurship

promotion. She has been involved in many international research projects and events. Her main research interest is in the theme of quality of interpersonal relationships in services.

Josephine Green

was appointed Senior Director of Trends and Strategy at Philips Design in 1997. She promotes new thinking and new knowledge in the fields of Social Foresight and Design and their application to strategic thinking, sustainable innovation and new value creation.

François Jégou

is a Strategic Design consultant with a degree in industrial design: he is visiting professor at the Faculty of Design of the Politecnico in Milan and La Cambre School of Visual Art in Brussels. Since 1990 he runs the consultancy Strategic Design Scenarios based in Paris and Brussels, specialising in co-designing scenarios and new product-service system definition. He is active in various fields including: sustainable design, interaction design, cognitive ergonomics, senior friendly design, security of pharmaceutical products, innovation in food products. He is involved in several EU research projects, promotes the www.sustainable-everyday.net platform and the www.solutioning-design.net network.

Helma Luiten

works at the Dutch research

Institute TNO and studied Industrial Design Engineering at the Delft University of Technology. She is involved in a number of sustainable innovation projects. One of them is the development the MIXT-method, a method for societal experiments to cause breakthroughs in society. She is currently involved in innovation projects focussing on living, wellness and care for elderly and people with dementia. She wrote the position paper for the Dutch Innovation Platform on Innovation in Health Care. Foresight studies, vision development and focus on the (future) needs and demands of users are of main interest to her.

Isabella Marras

programme officer at UNEP DTIE since 1997, is specialised in consumption issues concerning governments and young people. Both governments and youth have a huge market power and could make a contribution to the shift to more sustainable lifestyles. Her youth programme is carried out in co-operation with UNESCO and youth and consumer organisations: it started in 1999 with a survey reaching 10 000 youth in 24 countries about their aspirations, attitudes as consumers and sense of empowerment. As a follow up to this survey, UNEP and UNESCO produced YOUTHXCANGE, a web-based resource kit to support Youth and Consumer NGOs in communications with young adults

about responsible lifestyles.

Ezio Manzini

Full professor in Industrial Design at the Politecnico di Milano where he is Director of the Unit of Research Design and Innovation for Sustainability and coordinator of the Doctorate in Design. He is also visiting lecturer in Japan and in China, fellow at the Australian Centre for Science, Innovation and Society at the University of Melbourne and Scientific Coordinator of the International Design Research Conference “Changing the Change” and of the International Summer School “Designing Connected Places”.

His works are focused on strategic design, service design, design for sustainability and on social innovation in everyday life (see Manzini, E., F. Jégou, F., *Sustainable everyday*, Edizioni Ambiente, Milano, 2003). Most recent papers: E. Manzini, The scenario of the multi-local society, in J. Chapman, N. Gant, Designers, Visionaries plus other stories, Erthscan, London, 2007; E. Manzini, Design research for sustainable social innovation in: Michel R. (edited by), *Design Research Now: Essays and Selected Projects*, Birkhäuser Basel, 2007. Several papers can be found in: <http://www.sustainable-everyday.net/manzini/>

Anna Meroni

architect and designer, has a PhD in Industrial Design. She works as researcher in the research unit DIS, Design and Innovation for Sustainability of the Department INDACO (Industrial Design) of Politecnico di Milano, where she is Assistant Professor in Service and Strategic Design and co-director of the international Master in Strategic Design, organised by the consortium POLI.design. Her topic is strategic system innovation: she is involved in several international research activities, in the organisation of symposiums and events, and writes for design journals about strategic innovation.

Ruben Mnatsakanian

is head of Department of Environmental Sciences and Policy at Central European University, Budapest. He has specialised in analysis of information on the state of the environment in the former socialist countries, including the former USSR: he published a book and a number of articles on the issue. He is part of the group that prepared the GEO report series for the UNEP; he was working as a consultant in environmental policy issues for WHO, UNEP, IFEN (French National Institute for the Environment).

Simona Rocchi

is Senior Director of Design-for-Sustainability at Philips Design, the Netherlands, where she is

responsible for managing the creative direction of sustainable design-related activities and for the development of the emerging markets program. She has a degree in Architecture, a Masters degree in Environmental Management and Policy, and a PhD in Cleaner Production, Cleaner Products and Sustainability. She is the author of several publications on sustainability and design innovation and lectures at a number of universities.

Pål Strandbakken

gained a Mag. art. in sociology from the University of Oslo in 1987. He worked at the Alternative Future project until 1992, when he joined SIFO (National Institute for Consumer Research) as research fellow, focussing mainly on consumption and sustainability, eco-labelling and product durability.

Eivind Stø

born in 1945, holds a graduate (mag. art.) degree in political science from University of Oslo in 1972. He is director of research at SIFO (National Institute for Consumer Research) and has been working with consumer policy and interests, consumer complaining, sustainable consumption and eco labelling. He was the first editor of the Norwegian Journal of Political Science 1985 – 1988 (co-editor). He is the Coordinator of the European project ToolSust, 2000- 2003, member of the advisory board

of CRIC, Manchester University and 2001 Chair of the “Sociology of Consumption” Working group under the European Sociology Association, 2001 –2006.

John Thakara

is director of Doors of Perception (Doors). This global design network, with offices in France and Bangalore, connects together a worldwide network of paradigm-changing designers, technology innovators, and grassroots innovators. This unique community is inspired by two questions: “what might life in a sustainable world be like?”; and, “what design steps are needed to get us from here, to there?” John helps citizens codesign, with companies, scenarios pilots and prototypes of familiar, daily-life activities carried out in new ways.

Victoria Thoresen

is Associate Professor of Education at the Hedmark University College in Norway and project manager of The Consumer Citizenship Network. Thoresen has specialized in curriculum development, global education, peace education, value-based education, lifelong learning and consumer education. In addition to many years of experience as a teacher and teacher trainer, Thoresen has been a member of the Norwegian national board for revision of the country's core curriculum and also a member of the National Norwegian Committee

for consumer education. Thoresen has written textbooks for schools and teacher training and has functioned as an international educational consultant. She is presently assisting UNEP and the U.N. Marrakech Process Task Forces in the development of a core curriculum for education for sustainable consumption. For a number of years she was chairma'n of the board of the Norwegian Peace Center and a member of the National Spiritual Assembly of the Baha'is of Norway. Thoresen functions also as an international expert contributing to the creation of International Standards (26000) for Social Responsibility.

Stefanie Un

is a Senior Research Consultant at Philips Design, Eindhoven (the Netherlands). She joined the strategic research and design group in 2001. The focus of her work lies in the area of ‘People & Trends’, in which people play a central role in thinking about the future (of technology) and innovation projects. Stefanie graduated in 1999 in Social Sciences, specialized in the social aspects of new media, at the University of Utrecht, the Netherlands. Prior to graduation, she attended the school of Communication Arts and Journalism of the University of Wisconsin in Madison, United States (1998).

Edina Vadovics

is currently a PhD student at

the Environmental Sciences and Policy Department of Central European University (CEU) in Budapest. Her research focuses on sustainable consumption and sustainable communities. Prior to her studies and research at CEU, she worked in environmental and sustainability management, and delivered training courses in the field both for companies and students in higher education. Both as an expert and a volunteer, she has been involved with creative communities both in the Eastern and Western part of Europe. She is also president of GreenDependent Sustainable Solutions Association.

Tom van der Horst

(1963) studied Industrial Design at the Delft University of Technology from 1981 to 1987. In 1988 he joined TNO Industrial Technology (the former TNO Productcentre) and was head of department of product development (1993-2001), founder of Kathalys, centre for sustainable product innovation TNO/DUT (1997-2001). At the same time he is co-manager of the TNO new initiative on Sustainable System innovation (1997-2001). He has built up specific experience in a wide scope of research projects and innovation projects in practice in close co-operation with multinationals and SME's. Tom van der Horst joined STB since February 2001 as senior researcher and since January 2002 as head of department of

the team Sustainable Innovation. At this moment he is Manager of the Business Unit Innovation and Environment

Philine Warnke

is currently a researcher in the “European Foresight” group of the European Commissions’ Joint Research Centre Institute for Prospective Technological Studies (JRC IPTS). Her work is focussing on advancing and supporting future oriented stakeholder dialogue (Foresight) in support to policy making. Her research interest is on patterns of co-evolution of technology and society. She has been involved in a number of European and national Foresight projects with a focus on production and innovation patterns. Philines original educational background is in mechanical engineering but since her PhD she is working within a framework of interdisciplinary science and technology studies (STS). Before joining IPTS she has been a researcher at the Fraunhofer Institute for Systems and Innovation Research (ISI) in Karlsruhe, Germany where she will continue working on Foresight from 2008 on.

Adriana Zacarias

Project Officer at the United Nations Environment Programme (UNEP) Division of Technology, Industry and Economics (DTIE), based in Paris, France (since 2003). She is an expert on sustainable consumption and production. She

is working in the development of a 10-Year Framework of Programmes on Sustainable Consumption and Production (so called Marrakech Process) at the global and regional level, including Africa, Asia, Europe, Latin America, and North America. She is also carrying out projects on poverty reduction, promoting the idea that the adoption of sustainable consumption and production patterns/systems provides new opportunities for development, as well as the opportunity to leapfrog to sustainability. Before joining UNEP, Adriana was a consultant with the Organisation for Economic Co-operation and Development (OECD) in the Environment Directorate, where she co-published the book “Towards Sustainable Household Consumption” (OECD, 2002).

What is a sustainable lifestyle? What will our daily lives become if we agree to change some of our routines? How do we reduce our environmental impact without lowering our living standards? Observations show that growing material wealth and levels of people satisfaction are increasingly uncoupled. Could the pursuit of more sustainable lifestyles also lead to better quality and more satisfaction? This book attempts to answer some of these questions. Mainly, it suggests a scenario: the Scenario of Collaborative Services.

“Car-sharing on demand”, “micro-leasing system for tools between neighbours”, “shared sewing studio”, “home restaurant”, “delivery service between users who exchange goods” ... The scenario looks at how various daily procedures could be performed by structured services that rely on a greater collaboration of individuals amongst themselves. It indicates how, through local collaboration, mutual assistance, shared use we can reduce significantly each individual's needs in terms of products and living space and optimize the use of equipment, reduce travel distances and, finally, lessen the impact of our daily lives on the environment. The scenario also gives an idea on how the diffusion of organisations based on sharing, exchange, participation at the neighbourhood scale can also regenerate the social fabric, restore relations of proximity and create meaningful bonds between individuals.

To implement this scenario a new, different and fascinating role for the designers emerges: they have to consider themselves part of a complex mesh of new designing networks: the emerging, interwoven networks of individual people, enterprises, non-profit organizations, local and global institutions that are using their creativity and entrepreneurship to take some concrete steps towards sustainability.

Collaborative services is based on a two-year study realised by a panel of universities, European research centres and international institutions within the framework of the EMUDE research project (Emerging User Demands in Sustainable Solutions) co-financed by the European Commission. In parallel to a first publication titled: Creative communities. People inventing sustainable ways of living it presents the main results of the EMUDE research project.